

David W. Blackwell

Education

Ph.D., University of Tennessee, Knoxville, 1986

Major Field: Finance

Minor Field: Economics (Industrial Organization and Econometrics)

B.S., University of Tennessee, Knoxville, 1981

Major: Economics

Professional Positions

Provost and Professor of Finance, University of Kentucky, January 2018-present.

Dean and Professor of Finance, Gatton College of Business and Economics, University of Kentucky, March 2012-January 2018.

Associate Dean for Graduate Programs and James W. Aston/RepublicBank Professor of Finance, Mays Business School, Texas A&M University, January 2008-February 2012.

Head, Department of Finance and James W. Aston/RepublicBank Professor of Finance, Mays Business School, Texas A&M University, July 2002-December 2007.

Director, KPMG LLP, Forensic & Litigation Services, Atlanta, GA, October 2001-January 2002.

Director, PricewaterhouseCoopers LLP (now PwC), Financial Advisory Services, Atlanta, GA, January 2000-October 2001.

Manager, PricewaterhouseCoopers LLP (now PwC), Financial Advisory Services, Atlanta, GA, July 1998-December 1999.

Associate Professor of Finance, Goizueta Business School, Emory University, August 1995-July 1998.

Associate Professor of Finance, Department of Finance, University of Houston, September 1993-August 1995.

Associate Professor of Finance, Department of Banking and Finance, University of Georgia, September 1991-August 1993.

Visiting Assistant Professor of Business Administration, William E. Simon Graduate School of Business Administration, University of Rochester, March 1989-August 1989.

Assistant Professor of Finance, Department of Banking and Finance, University of Georgia, September 1985-September 1991.

Books

David S. Kidwell, David W. Blackwell, David A. Whidbee, and Richard W. Sias, Financial Institutions, Markets, and Money, 11th Edition, 2012, John Wiley & Sons, Inc.

David W. Blackwell, Mark Griffiths, and Drew Winters, Modern Financial Markets: Prices, Yields, and Risk Analysis, 2007, John Wiley & Sons, Inc.

Refereed Publications

- "Benefits from Lending Relationships in Public Debt Markets: Empirical Evidence from the Commercial Paper Market," (With Vladimir Kotomin and Drew B. Winters), Quarterly Journal of Finance and Accounting, 53(3-4), Summer-Autumn 2015
- "Changes in CEO Compensation Structure and the Impact of Firm Performance Following CEO Turnover," (With Donna Dudney and Kathleen A. Farrell), Review of Quantitative Finance and Accounting 29(3), October 2007.
- "Local Lending Markets: What a Small Business Owner/Manager Needs to Know," (With Drew B. Winters), Quarterly Journal of Business and Economics 39(2), 2001.
- "The Value of Auditor Assurance: Evidence from Loan Pricing." (With Thomas Noland and Drew B. Winters), Journal of Accounting Research, Spring 1998. (Winner of the award for "The Most Notable Contribution to the Auditing Literature, 1995-2000, Journal of Accounting Research)
- "Banking Relationships and the Effect of Monitoring on Loan Pricing," Journal of Financial Research 20, 1997. (With Drew B. Winters)
- "The Effect of Executive Compensation Policy on Long-Term Investment Expenditures," Advances in Financial Economics 3, 1997. (With Kathleen A. Farrell and Andreas Wunsch)
- "The Relationship between Corporate Compensation Policies and Investment Opportunities: Empirical Evidence for Large Bank Holding Companies," Financial Management 24, 1995. (With Joseph F. Sinkey and M. Cary Collins)
- "Thrift Scale Economies: An Alternative Approach," Quarterly Journal of Business and Economics 34, 1995. (With James E. McNulty and James A. Verbrugge)
- "Accounting-Based Performance and the Turnover of Divisional Managers: Evidence from Texas Banks," Journal of Accounting and Economics 17, 1994. (With James A. Brickley and Michael S. Weisbach)
- "Financial Innovation, Investment Opportunities, and Corporate Policy Choices for Large Bank Holding Companies," Financial Review 29, 1994. (With Joseph F. Sinkey and M. Cary Collins)
- "The Impact of the Amount of Advance Notification of Plant Closings on Firm Value," Journal of Business Research 31, 1994. (With M. Wayne Marr and Michael F. Spivey)
- "The Effect of Taxes on the Relative Valuation of Dividends and Capital Gains: Evidence from Dual-Class British Investment Trusts," Journal of Finance 46, 1991. (With James S. Ang and William L. Megginson)
- "Plant Closing Decisions and the Market Value of the Firm," Journal of Financial Economics 26, 1990. (With M. Wayne Marr and Michael F. Spivey)

- "Shelf Registration and the Reduced Due Diligence Argument: Implications of the Underwriter Certification and the Implicit Insurance Hypotheses," Journal of Financial and Quantitative Analysis 25, 1990. (With M. Wayne Marr and Michael F. Spivey)
- "An Investigation of Cost Differences between Public Sales and Private Placements of Debt," Journal of Financial Economics 22, 1988. (With David S. Kidwell) *Reprinted in Studies in Financial Institutions: Non-Bank Intermediaries, 1993, McGraw-Hill Book Company, Christopher James and Clifford W. Smith, eds.*
- "The Economics of Leveraged Takeovers," Washington University Law Quarterly 65, 1987. (With Kenneth Lehn and Wayne Marr)

Other Publications

- "A Note on Plant Closing Decisions: A Reply," Financial Management 22, 1993, FM Letters section. (With M. Wayne Marr and Michael F. Spivey)
- "Industrial Organization and its Schools of Thought," Survey of Business, University of Tennessee-Knoxville, Summer 1984.

College and University Service and Governance

- Co-Chair, University of Kentucky Our Path Forward initiative, (campus-wide initiative to achieve five-year financial goals through enrollment growth and operating efficiencies), January 2018-present
- Co-Chair, University of Kentucky-Apple Relationship Steering Committee, January 2019-present
- Member, University of Kentucky Debt Management Committee, January 2018-present
- Member, Board of Gluck Equine Research Foundation, January 2018-present
- Member, Board of Kentucky Humanities Foundation, Inc., January 2018-present
- Member, Board of the University of Kentucky Research Foundation, January 2018-present
- Member, Board of Beyond Blue Corporation, January 2018-present
- Member, University of Kentucky Medical Group Committee, January 2018-present
- Co-Chair, Search Committee for the inaugural Dean of the new Lewis Honors College, University of Kentucky, November 2016-July 2017
- Chair, Provost's Financial Model Development Task Force for Undergraduate Colleges, University of Kentucky, July 2016-December 2016
- Member, Chief Information Officer Search Committee, University of Kentucky, June 2016-August 2016
- Member, Director of Office of Technology Commercialization Search Committee, University of Kentucky, December 2015-March 2016
- Co-Chair, University Strategic Planning Committee for Graduate and Professional Education, University of Kentucky, 2013-2015
- Member, University Strategic Planning Steering Committee, University of Kentucky, 2013-2015

Member, Provost Search Committee, University of Kentucky, 2012-2013
Member, President's Task Force to Reorganize Commercialization and Economic Development Office, University of Kentucky, 2012
Chair, Search Committee of Head of the Department of Management, Texas A&M University, 2011
Panel Organizer, "The Future of Energy: Unraveling the Economic Impacts of Energy Policy," Houston, TX, 2011
Member, Search Committee, Associate Vice President for Graduate Studies, Texas A&M University, 2010
Panel Organizer, "The Business of Health: Expert Insights and Perspectives," Houston, TX, 2009
Panel Organizer and Moderator, "Upheaval and Uncertainty in the Global Financial Markets," Houston, TX, 2008
Member, Graduate Operations Council, Texas A&M University, 2008-2012
Member, Executive Committee of the Master of Agribusiness (MAB) Program, Texas A&M University, 2008-2012
Member, Executive Committee of the Master of Biotechnology (MBIOT) Program, Texas A&M University, 2008-2012
Member, Proposal Review Committee for Aggiebucks Unlimited RFP, Texas A&M University, 2008
Member, Texas A&M University Honor Council, 2006-2008.
Member, Search Committee for Head of Department of Information and Operations Management, Mays Business School, 2005-2006
Co-Chair, Ph.D. in Agribusiness Feasibility Task Force, Texas A&M University, 2004-2006
Member, Texas A&M University Department Heads Council Steering Committee, 2005-2008
Member, Executive Committee, Mays Business School, 2002-2012
Member, Department Heads Council, Mays Business School, 2004-2008
Member, Distance Education Task Force, Mays Business School, 2004-2008
Member, Differential Tuition Implementation Task Force, Mays Business School, 2004
Member, University Research Committee, Emory University, 1997-1998.
Representative to Coordinating Committee for the Atlanta Finance Forum/Atlanta Finance Workshop, Goizueta Business School, Emory University, 1996.
Member, Executive Education Strategic Planning Committee, Goizueta Business School, Emory University, 1996-1997.
Member, Priorities Committee, Goizueta Business School, Emory University, 1996-1997.
Member, Executive MBA Program Committee, Emory University, 1995-1998.
Moderator, International Career Panel, Goizueta Business School, Emory University, 1995.
Featured Speaker, Texas-Argentina Seminar, University of Houston, 1994.

Member, Governing Council of the Institute for Business, Ethics, and Public Issues, University of Houston, 1994.

Recruiting Coordinator, Department of Finance, University of Houston, 1994.

Coordinator of Seminar Series, Department of Finance, University of Houston, 1994-1995.

Member, Ad Hoc Curriculum Committee, Department of Finance, University of Houston, 1994.

Member, Department of Finance Promotion and Tenure Committee, University of Houston, 1993-1995.

Member, College of Business Administration Grievance Committee, University of Houston, 1993-1994.

Member, University Council, University of Georgia, 1991-1992

Member, Ad Hoc Committee to Revise the MBA Program, Terry College of Business, University of Georgia, 1992-1993.

Chair, Educational Policy Committee, Terry College of Business, University of Georgia, 1991- 1993.

Member, Executive Committee, Terry College of Business, University of Georgia, 1991-1993.

Member, University Consolidated Grievance Procedure Panel, University of Georgia, 1991.

Co-Coordinator of Graduate Programs, Department of Banking and Finance, University of Georgia, 1988-1990.

Faculty advisor for Delta Sigma Pi, The Professional Business Fraternity, University of Georgia, 1986-1989.

Member, Computer Users Advisory Committee, Terry College of Business, University of Georgia, 1985-1992.

Chair, Computer Users Advisory Committee, Terry College of Business, University of Georgia, 1988-1989.

Acting Chair of the Graduate Programs Committee, Terry College of Business, University of Georgia, Fall Quarter, 1989.

Courses Taught

Finance Theory (Ph.D.)

Research Methods (Ph.D.)

Corporate Financial Policy (Undergraduate, MBA, EMBA, and Ph.D.)

Financial Institutions and Markets (Undergraduate and MBA)

Working Capital Management (Undergraduate)

Commercial Banking (Undergraduate and MBA)

Portfolio Analysis (Undergraduate)

Executive/Continuing Education

Commercialization Pathways Workshop, What Is Your IP Worth? University of Kentucky, 2014

Long-Term Investment Decisions and Value Creation, Halliburton, 2008-2012

New CEO Academy, Managing the Bank's Investment Portfolio, Georgia Bankers Association, 2000-2001.

Financial Management for Physician-Managers, Kaiser-Permanente, 1998.

Tactical Financial Selling: What CEOs and CFOs Consider When Making Large Buying Decisions, IBM, 1997.

Corporate Finance for Senior Executives, Southwire Company, 1996-1997.

Capital Strategies: Implications for Investors, Advanced Investor Relations Program, Emory University, 1996.

Corporate Finance, LIMAK Program (mid- and senior level managers from Austria), Emory University, 1996.

Corporate Finance, Management Development Program, Emory University, 1995-1996.

Corporate Finance, Developing Leaders in High Potential Managers, Emory University, 1996-1997.

Instructor, Georgia Banking School, Financial Statement Analysis, 1990 to 1998.

Coordinator, Georgia Banking School, Bank Management Simulation, 1985 to 1998.

Instructor, Georgia Banking School, Investments I, 1992 to 1998.

Instructor, Georgia Banking School, Investments II, 1997 to 1998.

Conducted training programs on money and capital markets for bank executives at the Warsaw Institute of Banking, Warsaw, Poland, November, June, and March 1994.

Conducted seminar on asset-liability and interest rate risk management for executives from the People's Construction Bank of China (PRC), October 1994.

Conducted training programs on money and capital markets for bank executives at the Bratislava Institute of Banking, Bratislava, Slovakia, June 1994.

Conducted programs to train Polish bank executives as new instructors for the Warsaw Institute of Banking, Warsaw, Poland, April 1995.

Conducted management training programs on commercial banking for Chemical Bank, New York City, 1988-1990.

Assistant Academic Director, Georgia Banking School, September 1985 to August 1993.

Instructor, University of Georgia School for Executive Development, Bank Management Simulation, 1991.

Instructor, University of Georgia School for Executive Development, Financial Statement Analysis, 1991.

Instructor, Georgia Banking School, Current Economic Problems, 1988.

Coordinator, Georgia Banking School, Cases in Bank Management, 1985 to 1993.

Instructor, Funds Management Course: Money Markets and Instruments, The Graduate School of Banking of the South, Louisiana State University, 1987.

Papers Presented at Professional Meetings

"Evidence on the Value of Lending Relationships in the Commercial Paper Market." Western Economics Association/NAEFA, 2006.

"Evidence on the Value of Lending Relationships in the Commercial Paper Market." Financial Management Association, 2004.

"Unraveling the Mystery of Closed-End Funds." Southern Finance Association, 2001.

"The Value of Auditor Assurance: Evidence from Loan Pricing," Academy of Entrepreneurial and Small Firm Finance, New Orleans, LA, 1996; Western Regional AAA (American Accounting Association) meetings, Jackson Hole, Wyoming, 1996; Mid-Year Auditing Section Conference (AAA), Las Vegas, Nevada, 1995.

"Changes in CEO Compensation Following Dual-Class Recapitalization," Financial Management Association meetings, New York, NY, 1995.

"Capital Structure Variation among Newly Public Firms," Financial Management Association meetings, New York, NY, 1995.

"Changes in the Structure of CEO Compensation and the Firm's Pay-Performance Sensitivity Following CEO Turnover," Financial Management Association Meetings, St. Louis, 1994; Southern Finance Association Meetings, Charleston, 1994; Utah Winter Finance Conference, Salt Lake City, 1995; Southwestern Finance Association Meetings, Houston, 1995.

"Capital Structure Variation Among Newly Public Firms," paper presentation at the Southern Finance Association meetings, Charleston, SC, 1994; 7th Annual International Symposium on Small Business Finance, Tallahassee, FL, 1995; Financial Management Association meetings, New York, NY, 1995.

"The Effect of Executive Compensation Policy on Long-Term Investment Expenditures," Financial Management Association Meetings, Toronto, 1993; Southern Finance Association Meetings, New Orleans, 1993.

"Accounting-Based Performance and the Turnover of Divisional Managers: Evidence from Texas Banks," NBER Summer Institute 1991, Workshop on the Economics of Labor, Cambridge, MA, 1991; Financial Management Association Meeting, San Francisco, CA, 1992.

"Monitoring, Reputation, and the Value of Relationship Banking: An Empirical Study of Revolving Credit Agreements," Financial Management Association Meeting, Chicago, IL, 1991.

- "Plant Closing Decisions and the Market Value of the Firm," Eastern Finance Association Meeting, Charleston, SC, 1990; Southern Finance Association Meeting, Savannah, GA, 1990, winner of the award for outstanding paper in corporate finance.
- "The Effect of Taxes on the Valuation of Cash versus Stock Dividends: The Case of Dual-Class British Investment Trusts," American Finance Association Meeting, New York, NY, 1988; Western Finance Association Meeting, Napa, CA, 1988.
- "An Investigation of Cost Differences Between Public Sales and Private Placements of Debt," Financial Management Association Meeting, New York, NY, 1986; Eastern Finance Association Meeting, Miami, FL, 1988; Western Finance Association Meeting, Napa, CA, 1988.
- "Shelf Registration and the Reduced Due Diligence Argument: Implications of the Underwriter Certification and the Implicit Insurance Hypotheses," Financial Management Association Meeting, Las Vegas, NV, 1987.
- "Plant Closings: Shareholders' Wealth, Advance Notice, and Takeover Activity," Financial Management Association Meeting, New Orleans, LA, 1988; Southwest Finance Association Meeting, New Orleans, 1989.
- "Bank Regulation, Investment Opportunities, and Corporate Policy Choices for Large Bank Holding Companies, 1977-1985," Southern Finance Association Meeting, New Orleans, LA, 1988.
- "The Authorization of 'Blank-Check' Preferred Stock as a Takeover Defense: An Empirical Analysis," Western Finance Association Meeting, Napa, CA, 1988.

Discussant or Chairperson at Professional Meetings

- Discussant, Southern Finance Association, 2000
Discussant, Financial Management Association, 1996
Chairperson, Financial Management Association, 1995
Chairperson, Southern Finance Association, 1990
Discussant, Financial Management Association, 1990
Chairperson, Eastern Finance Association, 1990
Discussant, American Finance Association, 1988
Discussant, Southern Finance Association, 1986
Discussant, Eastern Finance Association, 1985

Other Professional Activity

- Member, Local Advisory Board, BB&T, Lexington, 2018-present
Member, Board of Directors, Commerce Lexington (Chamber of Commerce), 2013-2014
Member, Board of Directors, Twin Cities Endowment, 2008-2012
Member, Board of Directors, The Washington Campus, 2008-2012

President, Southern Finance Association, 1998-1999
Vice President-Program, Southern Finance Association, 1997-1998
Member, Board of Directors, Southern Finance Association, 1997-2000
Consulting Finance Editor, John Wiley & Sons, Inc., 2002
Editorial Board, Journal of Business Valuation and Economic Loss Analysis, 2006
Editorial Board, FMA Online, 2002
Associate Editor, Journal of Financial Research, 1994-1999
Editorial Board, Journal of Business Research, 1992-1995

Journal Referee

Journal of Financial Economics
Journal of Finance
Journal of Banking and Finance
Financial Management
Journal of Accounting and Economics
Journal of Financial Research
Financial Review
Journal of Risk and Insurance
Quarterly Journal of Business and Economics
Journal of Economics and Business
The Journal of Real Estate Finance and Economics
Association of Real Estate and Urban Economics (AREUEA) Journal
Municipal Finance Journal
Journal of Multinational Financial Management
Quarterly Review of Economics and Finance

Program Development at Professional Meetings

Program Committee, Financial Management Association, 2004
Vice President-Program, Southern Finance Association, 1998
Program Committee, Financial Management Association, 1996
Program Committee, Financial Management Association, 1995
Track Chair (Corporate Finance), Southern Finance Association, 1995
Program Committee, Southwestern Finance Association, 1994
Program Committee, Financial Management Association, 1993
Program Committee, Financial Management Association, 1992
Track Chair (Investments), Eastern Finance Association, 1992
Program Committee, Southern Finance Association, 1991
Program Committee, Financial Management Association, 1991

Program Committee, Southern Finance Association, 1990
Program Committee, Eastern Finance Association, 1986

Awards and Honors

The Robert E. and Charlotte Lowder Endowed Executive Professor in the Culverhouse College of Commerce at the University of Alabama, 2015
Most Notable Contribution to the Auditing Literature, 1995-2000, Journal of Accounting Research
Terry Research Fellowship, University of Georgia, 1991, 1992.
Outstanding Paper in Corporate Finance, Southern Finance Association Meetings, 1990.
Outstanding Teacher Award, Department of Banking and Finance, University of Georgia, 1985-86.
Tennessee Banker's Association Fellowship, 1984-85.
Beta Gamma Sigma (national honor society for business).
The National Honor Society of Phi Kappa Phi.
Roddy Scholar, University of Tennessee, Knoxville, 1979-1981

Selected Professional Development Activities

EAB Higher Education Strategy Forum, Student of the Future Summit, November 21-22, 2019
National Coalition Building Institute (NCBI), Leadership for Diversity Institute, August 6-9, 2019
Harvard Graduate School of Education, Harvard Institutes for Higher Education, Institute for Management and Leadership in Education, June 19-July 1, 2016
American Council on Education, Advancing to the Presidency Workshop, October 2015
Invited presentation, 2014 CASE Kentucky Conference, "Teaming Up to Enter the Winner's Circle: The Dean/Director of Development Relationship," December 11, 2014

Contact Information

David W. Blackwell
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Lexington, KY 40508
979.777.3284 (mobile)
davidwblackwell532@gmail.com

David W. Blackwell

Education

Ph.D., University of Tennessee-Knoxville, 1986

Major Field: Finance

Minor Field: Economics (Industrial Organization and Econometrics)

B.S., University of Tennessee-Knoxville, 1981

Major: Economics

Professional Positions

Academic Leadership Roles

Provost, University of Kentucky, January 2018-present

- Scope of responsibility
 - Provost area budget: \$1.7 billion (UK operating budget: \$4.2 billion)
 - Enrollment: 31,000 (22,000 undergraduate; 9,000 graduate/professional)
 - Staffing in Provost area: 8,000 total; 3,000 faculty and 5,000 staff
 - Direct reports: 19 deans, one vice provost, six associate provosts, two center directors
 - 16 academic colleges: Agriculture, Food, and Environment; Arts and Sciences; Business and Economics; Communication and Information; Design; Education; Engineering; Fine Arts; Law; Social Work; Dentistry; Health Sciences; Medicine; Nursing; Pharmacy; Public Health
 - Three academic-administrative units: The Graduate School, Lewis Honors College, UK Libraries
 - Eight support units: Division of Student and Academic Life; Division of Enrollment Management; Center for Teaching, Learning, and Academic Innovation; International Center; Provost Budget Office; Office for Faculty Advancement; Office of Strategic Planning and Institutional Effectiveness; Office of Institutional Research and Advanced Analytics
 - Three research/engagement centers or auxiliaries: University Press of Kentucky, Center for Interprofessional Health Education, Center for Clinical and Translational Sciences
- Major Accomplishments of the Office of the Provost, January 2018-present
 - Enrollment and student success
 - Increased first-time, first-year student cohort from 5,077 in fall 2018 to 5,400 in fall 2019 while maintaining academic preparation and increasing diversity from 17 percent under-represented minorities to 19 percent under-represented minorities
 - Achieved UK record six-year graduation rate greater than 66 percent for the fall 2013 cohort
 - Achieved UK record first- to second-year retention rate of 86.4 percent for the fall 2019 cohort

- Increased investment in need-based financial aid through UK LEADS (Leveraging Economic Affordability for Developing Success), achieving 20 percentage point improvement in retention for targeted students

Resource development

- Implemented and co-led “Our Path Forward” in collaboration with the Office of the Executive Vice President for Finance and Administration. “Our Path Forward” is a campus-wide initiative with broad participation to fund strategic goals through enrollment growth, new academic programs, and operating and financial efficiencies resulting in over \$20 million impact in FY 2020.
- Implemented a hybrid revenue sharing model for the academic colleges to enable and incentivize enrollment growth and new programs

Academic entrepreneurship and collaborations

- Launched UK Online and created 26 new online certificates or degree programs, many in areas critical to workforce development in the Commonwealth of Kentucky; 24 programs will launch in fall 2019 and spring 2020
- Established two new regional College of Medicine campuses in Bowling Green (fall 2018) and Northern Kentucky (fall 2019) in collaboration with Western Kentucky University, Northern Kentucky University, and local healthcare systems
- Launched NextGen dual-credit initiative at selected high schools in fall 2019
- Currently developing dual-enrollment program with Bluegrass Community and Technical College
- Participating in the new University Center of Southern Kentucky on the campus of Somerset Community College to offer selected UK degrees
- Developed relationship with Apple Corporation in collaboration with the Office of the Executive Vice President for Finance and Administration resulting in providing each first-year student an iPad Air and an invitation for UK to the Apple Enterprise Innovation Lab to develop an iOS application to transition first-year students from high school

Diversity and inclusion

- Sponsored and supported two African American faculty leaders for prestigious ACE fellowships
- Appointed 14 leaders (eight deans, four associate provosts, and two other leaders in key academic roles); four are African American (28 percent) and seven are women (50 percent)
- Increased resources for targeted hiring of underrepresented minority faculty from \$1.25 million in FY 2019 to \$2.75 million in the FY 2021 budget
- Facilitated diverse faculty participation in six leader development programs (68 percent women and 11 percent underrepresented minorities)

*Dean and Professor of Finance, Gatton College of Business & Economics,
University of Kentucky, March 2012-December 2018*

- Scope of responsibility (2018)
 - Operating budget: \$41 million

- Enrollment: 4,210 (3,869 undergraduate; 341 graduate/professional)
- Programs: Ph.D., MS Accounting, MS Finance, MS Economics, Executive MBA, Accelerated Full-time MBA, Professional Evening MBA, Professional Evening MBA for Leaders in Healthcare, Professional Evening MBA in Athens, Greece, University of Kentucky-University of Louisville Executive MBA (joint program), and BBA
- Staffing: 90 full-time faculty members; 20 part-time instructors; 60 staff members
- One school and four academic departments: Von Allmen School of Accountancy; Departments of Economics; Finance and Quantitative Methods; Management; and Marketing and Supply Chain
- Seven research/outreach centers or institutes: Center for Business and Economic Research; Center for Poverty Research; LINKS Center for Social Network Analysis; Von Allmen Center for Entrepreneurship; Don and Cathy Jacobs Executive Education Center; Institute for the Study of Free Enterprise; Kentucky Research Data Center (Bureau of the Census)
- Major accomplishments of the Gatton College, 2012-2018
 - Enrollment and student success
 - Increased enrollment by 36 percent from fall 2013 to fall 2017—3,100 to 4,210
 - Increased first-time freshman enrollment by 67 percent from fall 2013 to fall 2017—484 to 807
 - Achieved a first-to-second year retention rate of 86.5 percent for the fall 2016 cohort; an improvement of 1.3 percentage points over the 2015 cohort and 3.1 percentage points above the overall UK rate for the 2016 cohort
 - Increased degrees awarded by 27 percent from 2013 to 2017—761 to 964, accounting for 14 percent of degrees awarded by UK
 - Achieved a 66 percent six-year graduation rate for the 2010 cohort; 1.4 percentage points above the overall UK rate
 - Increased enrollment in MBA programs by 37.5 percent, generating a surplus of \$800,000 by FY 2018
 - Diversity and inclusion
 - Over 54 percent of the faculty members hired from 2012 to 2018 contribute to the ethnic, racial, and gender diversity of the Gatton College, including over 30 percent international, over 16 percent Hispanic or African-American, and 30 percent women
 - Created the Gatton Staff and Faculty Development Team to develop and support diversity and inclusion initiatives
 - Created a mentoring program focused on first-year minority and first-generation college students
 - The UK-University of Louisville Executive MBA program has been between 45 and 50 percent women since inception, well ahead of the national average of 28 percent

New programs and collaborations

- Implemented the popular Business Enterprise Living-Learning Program, growing to 120 students since 2013
- Launched the Social Enterprise Scholars Honors Pathway in fall 2015
- Launched joint Executive MBA program with the University of Louisville in 2014, resulting in new revenue of approximately \$1 million annually
- Launched one-year MS program in Finance in fall 2017, resulting in new revenue of approximately \$2 million annually
- Implemented the Graduate Certificate in Improving Healthcare Value in collaboration with the College of Engineering and the College of Public Health
- Implemented the Professional Evening MBA for Leaders in Healthcare in collaboration with UK Healthcare
- Completed exchange, 2+2, or 3+1 programs with Jilin University (Changchun, China), Beijing Jiaotong University, the China University of Mining and Technology (Xuzhou, China), Sun Yat-sen University (Guangzhou, China), Tianjin Foreign Studies University (Tianjin, China), Beijing Institute of Technology (Zhuhai, China), Institut Africain de Management (Senegal), and Manipal University (Karnataka, India) resulting in new revenue to UK of over \$600,000 annually

Research

- #43 public business school in the UT Dallas Top 100 Business School Research Rankings for publications in major journals since 2013
- 215 faculty publications in refereed business and economics journals from 2014 through 2016—84 of these publications appear in the most highly ranked journals in business and economics
- Research expenditures exceeding \$12 million since 2012

Program rankings

- #54 (Bloomberg Businessweek) and #55 (U.S. News) U.S. public undergraduate program
- #41 (Bloomberg Businessweek) and #50 (U.S. News) U.S. public MBA program
- #28 Executive MBA program in the world in 2017 (CEO Magazine)

Philanthropic support

- Raised over \$100 million of new cash gifts, pledges, and expectancies in fiscal years 2012-2018, including a commitment of \$15 million, two commitments of \$10 million, a commitment of \$6 million, and a commitment of \$5 million
- Launched the \$65 million Gatton United Campaign for a new Gatton College facility; campaign goal completed in October 2016; 204,000 sf facility broke ground in December 2013 and completed in May 2016

Associate Dean for Graduate Programs and James W. Aston/Republic Bank Professor of Finance, Mays Business School, Texas A&M University, January 2008-March 2012

- Scope of responsibility
 - Revenue: \$9 million annually
 - Enrollment: 810
 - Programs: Full-time MBA; Executive MBA; six specialized MS programs; launched new MBA for Professionals program in the Houston market
 - Staffing: 23 staff members; 2 full-time faculty members
 - Responsible for Graduate Business Career Services
- Major accomplishments of Mays Graduate Programs
 - Increased applications to the Texas A&M full-time MBA program by 25 percent and increased enrollment by 15 percent from 2009 to 2010
 - Completed planning and construction of new facility in Houston for executive education in 2011-2012
 - Developed Texas A&M MBA for Professionals program in Houston resulting in new revenue of \$3 million annually
 - Achieved outstanding national rankings for Mays MBA programs (#6 U.S. public MBA program in 2011 Financial Times ranking; #11 U.S. public MBA program and #30 overall in 2011 Bloomberg Businessweek ranking; #11 U.S. public Executive MBA program and #29 overall in the U.S. in 2010 Financial Times ranking)

Head, Department of Finance and James W. Aston/Republic Bank Professor of Finance, Mays Business School, Texas A&M University, July 2002-December 2007

- Scope of responsibility
 - Budget: \$5.5 million
 - Enrollment: 800
 - Programs: BBA Finance, MS Finance, MS Real Estate, Ph.D. Finance
 - Staffing: 29 faculty members; 6 staff members
 - Responsible for the Reliant Energy Securities and Commodities Trading Center
- Major accomplishments of the Mays Department of Finance
 - Successfully recruited ten faculty members from 2003 through 2007, including two senior faculty members into endowed positions
 - Improved national research ranking (based on leading publications) from #88 in 2003 to #52 in 2007, moving up 36 spots
 - Significant improvement in doctoral student placements, including placements at the University of Pennsylvania (Wharton School), University of Arizona, University of Georgia, Washington State University, University of Nebraska-Lincoln, and Oklahoma State University
 - Increased the department's endowment by \$5.5 million and generated cash gifts of over \$1 million

Industry Positions

Director, KPMG LLP, Forensic & Litigation Services, Atlanta, GA, October 2001-January 2002

- Launched KPMG's economics consulting practice in the Atlanta market
- Led teams of consultants on sophisticated financial and economic analysis of business situations in a litigation context

Director, PricewaterhouseCoopers LLP (now PwC), Financial Advisory Services, Atlanta, GA, January 2000-October 2001

- Led economics consulting practice in the Atlanta market
- Responsible for leading consulting teams to execute a large portfolio of projects on corporate governance, financial valuation, economic analysis, and calculation of economic or financial damages
- Grew practice from approximately \$1.5 million to over \$3 million in annual revenue

Manager, PricewaterhouseCoopers LLP (now PwC), Financial Advisory Services, Atlanta, GA, July 1998-December 1999

- Launched economics consulting practice in the Atlanta market
- Responsible for executing consulting engagements generating approximately \$1.5 million in annual revenue

Faculty Positions

Associate Professor of Finance, Goizueta Business School, Emory University, 1995-1998

Associate Professor of Finance, Department of Finance, College of Business Administration, University of Houston, 1993-1995

Associate Professor of Finance, Department of Banking and Finance, Terry College of Business, University of Georgia, 1991-1993

Visiting Assistant Professor of Business Administration, William E. Simon Graduate School of Business Administration, University of Rochester, March-August 1989

Assistant Professor of Finance, Department of Banking and Finance, Terry College of Business, University of Georgia, 1985-1991

Selected University Service and Governance Activities

Co-Chair, University of Kentucky "Our Path Forward" initiative, (campus-wide initiative to achieve five-year financial goals through enrollment growth and operating efficiencies), January 2018-present

Co-Chair, University of Kentucky-Apple Relationship Steering Committee, January 2019-present

Member, University of Kentucky Debt Management Committee, January 2018-present

Member, Board of Gluck Equine Research Foundation, January 2018-present

Member, Board of Kentucky Humanities Foundation, Inc., January 2018-present

Member, Board of the University of Kentucky Research Foundation, January 2018-present

Member, Board of Beyond Blue Corporation, January 2018-present

Member, University of Kentucky Medical Group Committee, January 2018-present
Co-Chair, Search Committee for the inaugural Dean of the new Lewis Honors College, University of Kentucky, November 2016-July 2017
Chair, Provost's Financial Model Development Task Force for Undergraduate Colleges, University of Kentucky, July 2016-December 2016
Member, Chief Information Officer Search Committee, University of Kentucky, June 2016-August 2016
Member, Director of Office of Technology Commercialization Search Committee, University of Kentucky, December 2015-March 2016
Co-Chair, University Strategic Planning Committee for Graduate and Professional Education, University of Kentucky, 2013-2015
Member, University Strategic Planning Steering Committee, University of Kentucky, 2013-2015
Member, Provost Search Committee, University of Kentucky, 2012-2013
Member, President's Task Force to Reorganize Commercialization and Economic Development, University of Kentucky, 2012
Chair, Search Committee for Head of the Department of Management, Mays Business School, Texas A&M University, 2011
Member, Search Committee, Associate Vice President for Graduate Studies, Texas A&M University, 2010
Member, Graduate Operations Council, Texas A&M University, 2008-2012
Member, Executive Committee of the Master of Agribusiness (MAB) Program, Texas A&M University, 2007-2012
Member, Executive Committee of the Master of Biotechnology (MBIOT) Program, Texas A&M University, 2007-2012
Member, Search Committee for Head of the Department of Information and Operations Management, Mays Business School, Texas A&M University, 2005-2006
Co-Chair, Ph.D. in Agribusiness Feasibility Task Force, Texas A&M University, 2004-2006
Member, University Research Committee, Emory University, 1997-1998
Member, Governing Council of the Institute for Business, Ethics, and Public Issues, University of Houston, 1994
Chair, Educational Policy Committee, Terry College of Business, University of Georgia, 1991-1993
Member, Executive Committee, Terry College of Business, University of Georgia, 1991-1993

Selected Professional and Public Service

Member, Local Advisory Board, BB&T, Lexington, 2018-present
Member, Board of Directors, Commerce Lexington (Chamber of Commerce), 2013-2014
Member, Board of Directors, Twin Cities Endowment, Bryan-College Station, Texas, 2007-2012
Member, Board of Directors, The Washington Campus, 2007-2012
President, Southern Finance Association, 1998-1999
Vice President-Program, Southern Finance Association, 1997-1998
Member, Board of Directors, Southern Finance Association, 1997-2000
Associate Editor, Journal of Financial Research, 1994-1999
Member, Editorial Board, Journal of Business Research, 1992-1995

Selected Publications

Books

David S. Kidwell, David W. Blackwell, David A. Whidbee, and Richard W. Sias, Financial Institutions, Markets, and Money, 11th Edition, 2012, John Wiley & Sons, Inc.

David W. Blackwell, Mark Griffiths, and Drew B. Winters, Modern Financial Markets: Prices, Yields, and Risk Analysis, 2007, John Wiley & Sons, Inc.

Selected Refereed Journal Articles

"Benefits from Lending Relationships in Public Debt Markets: Empirical Evidence from the Commercial Paper Market," (With Vladimir Kotomin and Drew B. Winters), Quarterly Journal of Finance and Accounting, 53(3-4), Summer-Autumn 2015

"Changes in CEO Compensation Structure and the Impact of Firm Performance Following CEO Turnover," (With Donna M. Dudney and Kathleen A. Farrell), Review of Quantitative Finance and Accounting 29(3), October 2007

"The Value of Auditor Assurance: Evidence from Loan Pricing," (With Thomas R. Noland and Drew B. Winters), Journal of Accounting Research, Spring 1998
(Winner of the award for "The Most Notable Contribution to the Auditing Literature, 1995-2000, Journal of Accounting Research)

"Banking Relationships and the Effect of Monitoring on Loan Pricing," (With Drew B. Winters), Journal of Financial Research 20, 1997

"Accounting-Based Performance and the Turnover of Divisional Managers: Evidence from Texas Banks," (With James A. Brickley and Michael S. Weisbach), Journal of Accounting and Economics 17, 1994

"The Effect of Taxes on the Relative Valuation of Dividends and Capital Gains: Evidence from Dual-Class British Investment Trusts," (With James S. Ang and William L. Megginson), Journal of Finance 46, 1991

"Plant Closing Decisions and the Market Value of the Firm," (With M. Wayne Marr and Michael F. Spivey), Journal of Financial Economics 26, 1990

"Shelf Registration and the Reduced Due Diligence Argument: Implications of the Underwriter Certification and the Implicit Insurance Hypotheses," (With M. Wayne Marr and Michael F. Spivey), Journal of Financial and Quantitative Analysis 25, 1990

"An Investigation of Cost Differences between Public Sales and Private Placements of Debt," (With David S. Kidwell), Journal of Financial Economics 22, 1988
(Reprinted in Studies in Financial Institutions: Non-Bank Intermediaries, 1993, McGraw-Hill Book Company, Christopher James and Clifford W. Smith, eds.)

Courses Taught

Finance Theory (Ph.D.)

Research Methods (Ph.D.)

Corporate Financial Policy (Undergraduate, MBA, Executive MBA, and Ph.D.)

Financial Institutions and Markets (Undergraduate and MBA)

Working Capital Management (Undergraduate)
Commercial Banking (Undergraduate and MBA)
Portfolio Analysis (Undergraduate)

Selected Awards and Honors

The Robert E. and Charlotte Lowder Endowed Executive Professor in the Culverhouse College of Commerce at the University of Alabama, 2015
Most Notable Contribution to the Auditing Literature, 1995-2000, Journal of Accounting Research
Terry Research Fellowship, University of Georgia, 1991-1992
Outstanding Paper in Corporate Finance, Southern Finance Association, 1990
Outstanding Teaching Award, Department of Banking and Finance, Terry College of Business, University of Georgia, 1986

Selected Professional Development Activities

National Coalition Building Institute (NCBI), Leadership for Diversity Institute, August 6-9, 2019
Harvard Graduate School of Education, Harvard Institutes for Higher Education, Institute for Management and Leadership in Education, June 19-July 1, 2016
American Council on Education, Advancing to the Presidency Workshop, October 2015
Invited presentation, 2014 CASE Kentucky Conference, "Teaming Up to Enter the Winner's Circle: The Dean/Director of Development Relationship," December 11, 2014

Contact Information

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Lexington, KY 40508
(979) 777-3284

May 7, 2021

Presidential Search Committee
Florida State University

Dear Members of the Presidential Search Committee:

I am honored to have been nominated to be the next President of Florida State University (FSU). I am inspired by the trajectory of FSU toward becoming a pre-eminent R1 university with a strong commitment to student success. FSU is in an enviable position in higher education. It is among the national leaders among public universities for improving and sustaining student success. Its faculty and programs have grown in number and stature, and the research profile is accelerating toward elite status. There is strong student demand and enrollment patterns in an increasingly demanding demographic context. The academic and athletic brands are very strong. FSU's focus on innovation, interdisciplinary scholarship and education, and diversity will enable it to continue a steep trajectory toward becoming one of the leading public universities in the U.S.

Thus, I am very interested in pursuing this challenging and exciting opportunity for leadership of an institution known for its research, innovation, academic excellence, and student success. FSU represents the epitome of the modern public university: the nexus of research, education, and economic development to advance human achievement in the state, the nation, and the world. Having served in academic leadership positions at R1, flagship institutions, I fully embrace the mission, culture, values, and traditions of FSU.

Below, I outline several elements from my background that I believe have prepared me for this extraordinary leadership opportunity.

Proven academic leadership

Following a traditional 13-year academic career and four years in industry, I have had nearly 19 years of increasingly responsible and complex higher education leadership experience. I began as a department head at Texas A&M University and advanced to Associate Dean over graduate education in the Mays Business School at Texas A&M. In 2012 I was named Dean of the Gatton College of Business and Economics at the University of Kentucky and served until being named Provost of the University of Kentucky in January 2018.

As Provost I have been responsible for a budget of over \$1 billion, 31,000 students, 3,000 faculty members, and 5,000 staff. I am currently responsible for the sixteen academic colleges, the Graduate School, the Lewis Honors College, and University of Kentucky Libraries. My responsibilities also include six health care colleges: Medicine, Nursing, Dentistry, Pharmacy, Health Sciences, and Public Health. I also oversee academic support units including Teaching, Learning, and Academic Innovation; Faculty Advancement; and the University of Kentucky International Center, among others. I am responsible for

several research and outreach centers, including the Center for Clinical and Translational Sciences and the Institute for Biomedical Informatics.

Vision and strategy

The vision and strategy for FSU must address the current realities of higher education such as evolving demographics, funding challenges associated with maintaining affordability, and accelerating teaching and learning innovations that will emerge post-pandemic. It must also look far forward to the impact of potential disruptive technologies, education policy changes at the federal and state levels, and competition from beyond the traditional space of higher education. The COVID-19 pandemic will forever change the delivery and competitive landscape of higher education. FSU's next leader must respond in the short term and anticipate and accelerate beyond the pandemic both in academic innovation and addressing the racial equity issues in higher education. I have been among the set of top leaders at the University of Kentucky in responding to the twin pandemics of COVID-19 and racial inequities. Further, to address all future challenges requires a dynamic strategic planning process that is inclusive of all constituencies, including the community. I have led strategic planning processes at all levels, from the department to the university.

Elevating FSU's status as an emerging pre-eminent research institution

I strongly embrace FSU's strong trajectory of nationally and internationally recognized research and I welcome the opportunity to enhance that status and leverage the research enterprise toward solving the pressing social problems in Florida and beyond and contributing to Florida's economic growth. From my former leadership roles at Texas A&M and the University of Kentucky (over \$400 million in research expenditures), both "R1 very high research activity" institutions, I have seen how research not only promotes the growth of faculty, graduate students, and economic development, but also how research elevates the undergraduate experience and post-graduation outcomes. Maintaining and increasing this R1 status is essential to improving the worldwide reputation of FSU.

The research culture must receive sustained attention given FSU's strong infrastructure and its focus on interdisciplinary research programs based on faculty strengths and university partnerships. This is the path toward greater research expenditures, which drives the NSF HERD rankings and is consistent with attracting outstanding faculty to continue the recent strong trajectory. Interdisciplinary research, especially in health-related disciplines, tends to attract more and larger grants. For example, with a multi-disciplinary team of over 20 faculty members cutting across six colleges, UK attracted its largest grant in history—\$90 million from NIH—to reduce deaths from opioid use disorder across 16 Kentucky counties by 40 percent over three years. This type of collaboration in key areas that address social problems and economic opportunity in Florida will increase FSU's research profile and reputation.

I have supported and incentivized external research funding and internal cross-disciplinary collaborations as Provost. As Provost, I implemented a resource allocation framework that rewards colleges with a recurring budget increase for improving the proportion of faculty salaries covered by external research support. During my tenure, the College of Medicine, for example, has improved its external research funding from \$130 million in FY 2018 to \$155 million in FY 2020. While Dean of the Gatton College of Business and Economics, I actively and directly supported the economic development of the Commonwealth of Kentucky by attracting early-stage companies to Kentucky through Kentucky's

SBIR/STTR matching program leveraged with University of Kentucky research priorities through the Von Allmen Center for Entrepreneurship, which was under my oversight. This program attracted dozens of new businesses to Kentucky. I also collaborated with University leadership and the Lexington-Fayette Urban County Government to attract several advanced manufacturing companies to Kentucky. While Dean, I served on a Presidential ad hoc committee to reorganize the economic development and intellectual property efforts of the University, ultimately resulting in more patents, licenses, and royalty income.

Student focus

While FSU is a leading research university, it must also continue to be student-focused and project its research strength toward enhanced student success. This leverage is the value proposition for research institutions, which tend to be more expensive for students than regional comprehensive institutions with a much lower research footprint.

Of course, the success of students from all backgrounds must be a leading priority. Under my leadership as Provost, the University of Kentucky has reached record levels of enrollment and student success. In fall 2020, the University achieved record enrollment—exceeding 31,000 students for the first time—due to significant improvement in first-to-second year retention, graduate enrollment, and despite seating a smaller than expected first-time freshman class due to the pandemic. The first-time, first-year student cohort increased from 5,077 in fall 2018 to 5,400 in fall 2019, while maintaining academic preparation metrics and increasing diversity from 17 percent under-represented minorities to 19 percent under-represented minorities. We have achieved a record six-year graduation rate greater than 66 percent and a record first-to second-year retention rate of 86.4 percent.

To understand student aspirations and needs, I meet regularly with student leaders and student groups, including the leadership of the Student Government Association, the Graduate Student Council, and the student organization for military veterans. I engage with international students in open forums. I have met frequently with leaders of various African-American focused student organizations. I participate in important student events, such as serving as a judge in our annual undergraduate research competition. I hold regular, structured lunch meetings (now on Zoom) with groups of students representing different perspectives. On my frequent walks around campus, I engage with individual students to learn about their experiences to better understand how to improve their success.

Commitment to diversity, equity, and inclusion

Diversity, equity, and inclusion are ethical and moral imperatives in higher education. As a practical matter, students educated at FSU must have experience in living and collaborating with people from all identities, including gender, sexuality, ethnicity, race, and religion to effectively function in and contribute to society locally, nationally, and globally. Thus, each unit of FSU must foster communities of belonging in which all members treat each other with kindness and respect, practicing servant leadership. This climate enables attracting and retaining outstanding faculty and staff members from diverse backgrounds, which in turn allows FSU to attract and retain students, faculty, and staff from all backgrounds.

During my tenure as Provost, we have increased our financial commitment to hiring underrepresented faculty members from \$750,000 to \$2.25 million. Further, we are about to modify our resource allocation framework to incentivize the colleges to increase recruiting of minority faculty members and, more importantly, to improve the retention of those faculty members.

As a Dean and Provost at the University of Kentucky, I have recruited, retained, and helped develop leaders from diverse backgrounds. I have also repeatedly expressed my vision for belonging and inclusion in public forums. I am a strong collaborator with our Vice President for Institutional Diversity on initiatives to promote a welcoming campus as part of a broader leadership group for diversity, equity, and inclusion. While I was Dean, over 54 percent of the faculty members I hired contributed to the ethnic, racial, and gender diversity of the college, including over 30 percent international, over 16 percent LatinX or African-American, and 30 percent women. Out of 14 leaders I have appointed, promoted, or hired since becoming Provost, four (28 percent) are African-American and seven (50 percent) are women. I am intentional about diversity among the leadership team, the faculty, the staff, and students of the University.

Fundraising success

I embrace and enjoy the principal gift development process. If selected to become the President of FSU, I would devote significant effort to fundraising and the requisite relationship building in the community and with alumni. I would also coach and motivate other leaders on campus toward greater philanthropic involvement.

As documented in my CV, I initiated and led a campaign to raise \$65 million for the new Gatton College building, which was the first at a public institution in the Commonwealth of Kentucky to be funded entirely through philanthropy. As part of a strong team, I raised over \$100 million for the Gatton College of Business and Economics, personally developing a gift of \$15 million, two gifts of \$10 million, two gifts between \$5 and \$10 million, and numerous other gifts from \$500,000 to \$5 million. As Provost, I recently closed gifts of \$3 million and \$20 million and I continue to support the deans and the Vice President for Philanthropy in our current \$2.1 billion capital campaign. I also serve on the foundation board for a major UK donor whose foundation will ultimately commit in excess of \$100 million toward scholarship endowments at the University of Kentucky and other Kentucky institutions. I welcome the opportunity to help grow FSU's endowment, providing the additional resources to move FSU to the next level of excellence, especially as those resources relate to making a FSU education more affordable for those who are economically disadvantaged.

Thank you very much for considering my application. I look forward to the next conversation.

Sincerely,



David W. Blackwell

CURRICULUM VITAE

ROBERT A. BLOUIN

Executive Vice Chancellor and Provost
The University of North Carolina at Chapel Hill
CB# 3000, 104E South Building
Chapel Hill, NC 27599-3000
email: bob_blouin@unc.edu

PROFESSIONAL EXPERIENCE

University of North Carolina at Chapel Hill

2003-2017 Dean, Bryson Distinguished Professor, UNC Eshelman School of Pharmacy
2014-2017 Director, Eshelman Institute for Innovation
2017-Present Executive Vice Chancellor and Provost, University of North Carolina at Chapel Hill

University of Kentucky

1978-1984 Assistant Professor, University of Kentucky, College of Pharmacy
Director, Clinical Pharmacokinetics Program, University of Kentucky Medical Center
1984-1989 Associate Professor, University of Kentucky, College of Pharmacy
1984-2003 University of Kentucky Graduate Faculty (Full Member)
1984-1989 Associate Director, Drug Product Evaluation Program
1985-2003 Member, Toxicology Graduate Faculty
1985-1988 Member of Core Faculty, Geriatric Education Center Grant
1986-2003 Member of Core Faculty, Lucille Parker Markey Cancer Center
1987-1988 Sabbatical, F. Hoffmann-LaRoche, Basel, Switzerland
1987-1998 Director, Clinical Pharmacology Program
1989-2003 Professor, University of Kentucky, College of Pharmacy,
Division of Pharmacology and Experimental Therapeutics
1994-1996 Director, Summer Minority Undergraduate Research Program in Clinical Pharmacology
1997-2003 Associate Dean for Research and Graduate Education
2001-2003 Executive Director - Economic Development and Innovations Management

ADMINISTRATIVE EXPERIENCE

Summary of Administrative Activities as Executive Vice Chancellor and Provost, The University of North Carolina at Chapel Hill (September 2017 – present): This position reports directly to the Chancellor. The Provost serves as the Chief Operating Officer and Chief Academic Officer of the university and works in unison with the chancellor to lead critically important pan-university initiatives. The Provost oversees a \$3.5B academic enterprise which includes \$1.1B in research expenditures (ranked #11 nationally) and is currently ranked fifth nationally in federal grants/contracts awarded. In addition to overseeing the academic activities of all fifteen schools and university libraries, the Provost has direct responsibility for the offices of the Vice Chancellor for Human Resources and Equal Opportunity and Compliance, Vice Chancellor for Information Technology and Chief Information Officer, Vice Chancellor for Innovation, Entrepreneurship and Economic Development, Vice Chancellor for Student Affairs, and Vice Chancellor for Research. The Provost also oversees the Office for Institutional Research and Assessment, Office for Interprofessional Education and Practice, Office for Operational Excellence, Office for Academic and Community Engagement, Office for Enrollment and Undergraduate Admissions, Office for Digital and Lifelong Learning, Office for UNC Global Affairs, Office of Diversity and Inclusion, Office for Academic Support for Student Athletes, and Academic Finance Office.

Notable achievements for the University of North Carolina at Chapel Hill during this past year include:

- First among 100 best US public colleges and universities that offer students high-quality academics at an affordable price for the 18th time (Kiplinger's Personal Finance magazine),
- Third best public university in 2020 Wall Street Journal/Times Higher Education College Rankings,
- Fifth best public University in US News & World Report's 2019 "Best Colleges" guidebook for the 18th year,
- Ninth best public University in Forbes' "America's Top Colleges 2018" rankings,
- First School of Medicine primary care program in US News & World Report's "Best Graduate Schools" 2020 edition,
- First School of Pharmacy in US News & World Report's "Best Graduate Schools" 2020 edition,
- Second School of Public Health in US News & World Report's "Best Graduate Schools" 2020 edition.

Summary of Administrative Activities as Dean at the University of North Carolina

Dean (July 2003 – 2017): This position reports directly to the Provost and serves as the primary Chief Executive Officer of the UNC Eshelman School of Pharmacy. The UNC Eshelman School of Pharmacy has experienced unprecedented growth in its research and education programs over the past fourteen years and is consistently ranked among the top academic pharmacy programs in the world. The School is currently ranked #1 by US News & World Report ranking US Pharmacy Schools, #1 by TFE Times ranking US Pharmacy Schools, #2 by US News & World Report ranking of Global Universities under the subject area of Pharmacology and Toxicology, and #10 by QS World University Rankings under the subject area of Pharmacy and Pharmacology programs. The School successfully launched an innovative satellite professional degree-granting program in Asheville, NC. The School's Educational Renaissance initiative has received critical acclaim throughout the pharmacy academic community and is being used as an exemplary education model on the UNC-CH campus and beyond.

Summary of Administrative Activities as Director of the Eshelman Institute for Innovation (December 2014 – present):

This position reports to the Steering Committee of the Eshelman Institute for Innovation, a school-based center of the UNC Eshelman School of Pharmacy. As with all centers and institutes at the University of North Carolina at Chapel Hill, this center is also subject to University and Board of Governors oversight. The Institute was established to accelerate the creation and development of ideas leading to discoveries and high impact changes in education, research and health care. On December 3, 2014, the University of North Carolina at Chapel Hill announced a \$100 million commitment from Dr. Fred Eshelman, the largest gift from an individual in the history of the university, to create the Eshelman Institute for Innovation at the UNC Eshelman School of Pharmacy.

Summary of Administrative Activities at the University of Kentucky

Associate Dean for Research and Graduate Education (1997 – 2003): This position reported directly to the Dean of the College of Pharmacy and served as the primary College interface with the Vice President for Research (University of Kentucky) and Associate Vice President for Research and Graduate Studies (A.B. Chandler Medical Center). During this period, the College of Pharmacy made significant progress in securing competitive research funding, nearly tripling its grant and contract portfolio from federal and industrial sponsors. The College was the first in the country to launch a graduate program in the clinical pharmaceutical sciences (1987); a program that remains a model among pharmacy programs across the country. In addition, the College of Pharmacy emerged as a campus leader in the creation of intellectual property and company spin-offs. The Office of the New Economy (direct report to the Governor of the Commonwealth of Kentucky) worked very closely with the College of Pharmacy and supported the development and construction of the Center for Pharmaceutical Science and Technology. This facility became a cornerstone in the University of Kentucky's Coldstream Research Campus.

Executive Director of the Office for Economic Development and Innovations Management (2000 – 2003): This position reported directly to the Dean of the College of Pharmacy and served as the College of Pharmacy representative in all issues external to the University of Kentucky relating to matters of economic development of the pharmaceutical sciences. Interactions primarily consisted of working with the Kentucky Commissioner of the Office for the New Economy (Frankfort, Kentucky), Kentucky Council on Postsecondary Education (Frankfort, Kentucky), Kentucky Economic Development Authority (Frankfort, Kentucky), Lexington Chamber of Commerce (Lexington, Kentucky), Kentucky Science and Technology Corporation “The Innovation Group”, and Lexington United (Lexington, Kentucky).

Director, Clinical Pharmaceutical Sciences Graduate Training Program (1987 – 1998): This position was responsible for the creation and development of a graduate training track at the Ph.D. level in the Clinical Pharmaceutical Sciences at the University of Kentucky College of Pharmacy. This program was the first of its kind and has since trained over 30 graduate students to date who have pursued careers in academia, industry, and government.

EDUCATION

Bachelor of Science: Massachusetts College of Pharmacy and Health Sciences
(Pharmacy) Boston, Massachusetts

Doctor of Pharmacy: College of Pharmacy
University of Kentucky
Lexington, Kentucky

Residency: University of Kentucky Medical Center
Lexington, Kentucky

Awarded: Doctor of Laws *honoris causa* from Monash University
Melbourne, Australia

TEACHING ACTIVITY

PRIMARY RESPONSIBILITIES:

PHR 875 Clinical Pharmacokinetics
PHR 760 Special Problems
PHR 895 Independent Problems
PHR 848 Pharmacy Practice III
PHR 947 Applied Biopharmaceutics and Pharmacokinetics - Primary Responsibility
PHR 760 Introduction to Clinical Pharmacology

SECONDARY RESPONSIBILITIES:

PHR 876/878 Advance Pharmacotherapeutics
PHR 868 Pharmacotherapeutics
PHR 802 Pharmaceutics
PHR 884 Pharmacy Practice Clerkship
TOX/PAT 660 Clinical Toxicology and Drug Monitoring
PAT 821 Laboratory Medicine Case Studies
PHR 870 Clinical Orientation Clerkship
PHR 612 Advanced Pharmacokinetics
PHR 770 Proseminar in Toxicology
TOX 680 Advanced Toxicology
PHA 663 Drug Metabolism and Disposition

ADVISING ACTIVITY

GRADUATE STUDENTS

	<u>Student</u>	<u>Role</u>
1978-1983	Kim Rowse Brouwer	Co-Advisor
1984-1988	Philip Dickson (Toxicology)	Advisor
1986-1989	Inder Chaudhary (Toxicology)	Advisor
1987-1991	Philip Colangelo	Advisor
1988-1993	Steve Toler	Advisor
1989-1993	Somsong Tuntaterdtum (Toxicology)	Advisor
1988-1993	Peter Zannikos	Advisor
1988-1994	Karen Nishihara	Advisor
1992-1997	Ming Lu	Advisor
1993-1997	Amy Roe (Toxicology)	Advisor
1995-1997	Lihong Peng	Co-Advisor
1994-1999	Kevin Rockich	Advisor
1996-1999	Graham Warren (Toxicology)	Advisor
1996-1999	Samuel Poloyac	Advisor
1998-2002	Peter Van Ess	Advisor
1982-1984	William Fiske	Dissertation Committee Member
1982-1986	Kenneth Brouwer	Dissertation Committee Member
1983-1986	Scott Hamann (Toxicology)	Dissertation Committee Member
1983-1988	Sabah Akrawi	Dissertation Committee Member
1985-1990	Roxanne Jewell	Dissertation Committee Member
1986-1991	Hussein Hallak	Dissertation Committee Member
1987-1991	Mary Freeman (Chemistry)	Dissertation Committee Member
1988-1990	Yolanda Poppell	Dissertation Committee Member
1988-1990	Neil Hoglen (Toxicology)	Dissertation Committee Member
1989-1992	Renli Teng	Dissertation Committee Member
1990-1997	Richard Page	Dissertation Committee Member
1991-1996	David Burgio	Dissertation Committee Member
1992-1997	Naresh Punwani	Dissertation Committee Member
1992-1994	James Meece (Toxicology)	Dissertation Committee Member
1992-1995	Ujjwala Samant	Dissertation Committee Member
1992-1995	Sujatha Thampi (Toxicology)	Dissertation Committee Member
1992-1996	Cheach Yee Oo	Dissertation Committee Member
1992-1997	Yinzi Tang	Dissertation Committee Member
1993-1997	Greg Oakley (Toxicology)	Dissertation Committee Member
1995-1997	William Allan Rees (Toxicology)	Dissertation Committee Member
1996-2002	Mathew Cooper (Toxicology)	Dissertation Committee Member
1996-2003	Philip Gerk	Dissertation Committee Member
1997-2001	Brian Laden	Dissertation Committee Member
1998-2002	Gerome V. Burke	Dissertation Committee Member
1998-2002	Jane Alcorn	Dissertation Committee Member
1998-2002	Nilufer Tampal (Toxicology)	Dissertation Committee Member
1999-2002	Leigh Verbois	Dissertation Committee Member
1999-2000	Chris Cunningham	Dissertation Committee Member
2001-2007	Philip Empey	Dissertation Committee Member

POST-DOCS AND VISITING SCIENTISTS

1985-1987	Mary H.H. Chandler	Post-Doctoral Fellow - Pharmacokinetics
1987-1989	Deborah A. Smith	Post-Doctoral Fellow - Pharmacokinetics
1989-1990	Ye Songbai	Visiting Scientist - Pharmacology

1989-1991	Inder Chaudhary	Post-Doc. Fellow - Pharmacokin./Toxicol.
1990-1991	Bettina L. Hamelin	Post-Doctoral Fellow - Pharmacokinetics
1991-1993	Beth Israel	Post-Doctoral Fellow - Pharmacokinetics
1989-1993	Abhik Bandyopadhyay	Post-Doctoral Fellow - Molecular Biology
1996-1998	Angela Watson	Post-Doctoral Fellow - Toxicology
1999-2000	Asad Abrahamian	Post-Doctoral Fellow – Toxicology

UNIVERSITY SERVICE

University of Kentucky College Committees

Administrative Council
 Research and Graduate Program – Ex-Officio
 Student Affairs Committee
 Nominations Committee
 Appointment, Promotion, and Tenure (Chairman)
 ACPE Evaluation Committee
 Curriculum Committee
 Task Force on Professional Programs (Chairman)
 Residency Advisory Committee
 Center for Pharmaceutical Sciences at Coldstream Building Committee
 Safety and Space
 College Executive Committee
 Pharmaceutical Sciences Executive Committee - Ex-Officio

University of Kentucky University and Medical Center Committees:

American Cancer Society Institutional Research
 Academic Council Medical Center
 IACUC Medical Center Subcommittee
 Vice Chancellor for Research and Graduate Studies: Search Committee
 Executive Committee, Graduate Center for Toxicology
 Graduate Center for Toxicology Training Grant Committee
 Graduate Center for Toxicology Admission and Finance Committee
 Medical Center Clinical Sciences Area Advisory Committee
 Graduate Center for Toxicology Academic Performance and Progress Committee
 Medical Center Research Advisory Committee
 Radiation Safety Committee
 Technical Advisory Committee of the Tobacco and Health Research Institute
 University Self Study Research Subcommittee
 Undergraduate Council
 Graduate Council
 Committee on Fellowship and Traineeships
 Scientific Misconduct Review Committee
 University Research Advisory Committee
 Kentucky Center for Clinical Research and Investigator Services Advisory Committee
 Biomedical/Biological Sciences Research Building Planning Committee
 Intellectual Property Committee
 CPST Building Committee, Chairman
 Task Force on Biocomputing
 Lexington's Technology's Visioning Committee
 Program Review - Graduate Center for Toxicology
 Program Review - Research and Graduate Studies Administrative and Fiscal Affairs
 University of Kentucky Research Foundation Board of Directors
 University of Kentucky Futures Task Force

University of North Carolina at Chapel Hill University Committees:

CEO of the UNC Health Care System and the Dean of the UNC School of Medicine (Chair)
Provost's Leadership Cabinet (Chair)
Budget Committee (Committee Chair)
Chancellor's Executive Cabinet (Member)
Global Leadership Taskforce (Member)
Board of Trustees University Affairs Committee (Committee Co-Chair)
Morehead-Cain Scholarship Fund Board of Directors (Member)
North Carolina School of Science and Mathematics Board of Trustees (NCSSM) (Ex-Officio Member)
NCSSM Distance Education & Extended Programs Committee (Member)
Master Plan Steering Committee (Member)
Strategic Implementation Group (Member)
Naming Committee (Committee Co-Chair)
Facilities Planning Committee (Committee Chair)
Meadowmont Advisory Committee (Committee Chair)
Tuition & Fee Advisory Task Force (Committee Co-Chair)
Mountain Area Health Education Centers Board of Directors (MAHEC) (Member)
Responsible Employees and Campus Security Authority (CSA) (Member)
Executive Policy Advisory Committee (Member)
Chancellor's Science Scholars Program Executive Advisory Board (Member)
RENCI Oversight Committee (Member)
ERP Sponsors (Member)
Institute for Convergent Science (ICS) Strategic Planning Committee (Member)
Big Ideas Committee (Committee Chair)
The Lincoln Project (Member)
Health Informatics Oversight Committee (Member)
Deans' Council (Member)
Clinical Translational Internal Advisory Board (Member)
NC TraCS Internal Advisory Board (Member)
UNC/Duke Collaborative Clinical Pharmacology Postdoctoral Training Program (T32) External Advisory Board
University Cancer Research Fund Oversight Committee (Member)
University Cancer Research Fund Executive Committee (Member)
UNC School of Medicine Liaison Committee on Medical Education (Member)
Pharmacy Foundation of North Carolina Executive Committee (Member)
UNC Campaign Planning Committee (Member)
Associate Vice-Chancellor for Research Search Committee (Member)
Dean, School of Nursing Search Committee (Committee Chair)
Carolina First Campaign Steering Committee (Member)
Task Force on Campus-wide Support Needs for Technology Mediated Teaching and Learning (Member)
A Su Salud Advisor Board (Member)
UNC Engagement Task Force (Member)
UNC Tomorrow: Task Force on Economic Transformation and Community Development (Member)
Kenan Institute Strategic Planning Advisor Board (Member)
Chair, UNC Eshelman School of Pharmacy Executive Committee (Member)
UNC Naming Committee (Member)
UNC Biomedical Research Imaging Center Advisory Committee (Member)
North Carolina Pharmacy Foundation Board (Ex Officio Member)
General Counsel Search Committee, (Member)
UNC Catalyst Board (Chair)
Strategic Framework Subcommittee: An experiential-active-learning/educational transformation initiative connecting all schools with unifying goals and outcomes (Co-Chair)
UNC Global Leadership Council (Member)

Arts and Science Strategic Planning Committee (Member)

University of North Carolina at Chapel Hill Board Memberships

MUSC Scientific Advisory Board of FibroBiologics
Morehead Cain Scholarship Fund Board of Directors
North Carolina School of Science and Mathematics Board of Trustees
TUCASI Board of Directors
Triangle Research Libraries Network Governing Board
Eshelman Institute for Innovation Advisory Board
MAHEC Board of Directors
QURA Advisory Board
RENCI Oversight Board

University of North Carolina at Chapel Hill Provost Standing Committees

BOT University Affairs Committee
BOT Strategic Framework Committee
C. Felix Harvey Award Committee
UNC Naming Committee
Educational Benefits of Diversity Working Group
Executive Committee on Student Athlete Academics
Executive Committee
Provost's Leadership Cabinet
Chancellor's Leadership Cabinet
Chancellor's Small Group Leadership Meeting
Meadowmont Advisory Committee
LGBTQ+ Faculty Advisory Committee
Provost's Executive Team Committee
Operational Excellence Steering Committee
Strategic Plan Captains Committee
CAO System Committee
Provost's COVID-19 Bi-Weekly Briefings
COVID-19 Roadmap Implementation Team
OCHD/UNC Leadership Meetings
Weekly Chapel Hill and Carrboro Town Managers Meetings
Provost's Student Government Leadership Meeting
BME Advisory Committee
Student for Fair Admissions Committee

PROFESSIONAL SERVICE CONTRIBUTIONS

1983-84	SIG on Clinical Pharmacokinetic Practice - Chairman
1983-91	ASHP Research and Education Foundation's Selection Panel for the Fellowship in Clinical Pharmacokinetics
1988-90	Member - ASHP Council on Professional Affairs
1989	Member - Astra Clinical Pharmacy Research Award, Grant Selection Committee
1989	Alternate Member - ASHP Foundation Advisory Committee
1989-90	ACCP Research Affairs Committee
1990	VA Merit Award Reviewer
1990-95	USP Advisory Panel on Geriatrics
1990-92	University of Pittsburgh College of Pharmacy Advisory Committee
1990	ASHP Committee on Guidelines for Research Presentation at SPG Meetings
1991	Advisor, Geriatric Pharmacy Institute, Philadelphia College of Pharmacy
1991-92	ASHP Foundation Strategic Planning Team
1992-94	Elected, ACCP Research Institute Trustee
1992	VA Merit Award Reviewer
1995	Participation in Glaxo/AACP New Dean's Leadership Institute

1998	Participation in the University of Kentucky Leadership Certificate Course
1999	Scientific Reviewer - Indiana 21 st Century Research and Technology Fund
2000	BIO2001 Conference: Biotechnology Kentucky
2000	BIO2001 Conference: Planning Committee
2000	IDeA Workshop: Planning Institutional Grant Submission
2000-03	ACCP Research Institute Trustee
2001-02	ACCP Strategic Planning Committee
2001-03	ACCP Research Institute Fellowship Task Force
2004	Chair, State Employees Combined Campaign (SECC)
2004	NIH Road Map Committee, Member
2005	Administrative Review of the Position of Vice Chancellor for Finance and Business (Chair)
2005	External Advisory Board, Massachusetts College of Pharmacy and Health Sciences
2006	AACP Research & Graduate Affairs Committee
2006	IHI Health Professionals Education Collaborative
2006	AACP Task Force on Clinical Sciences – T1, Chair
2006	Participation in PharmD Pathways to Biomedical Research
2007	ACPE Rutgers Site Visit Team
2007	University of North Carolina CTSA Advisory Committee (present)
2007	Texas Tech Site Visit Team
2007	AACP Educating Clinical Scientists Task Force – T2
2007	University Cancer Research Fund Governance Board (present; legislative mandate)
2008	University of Wisconsin Institute for Clinical and Translational Research External Advisory Committee
2008-2017	AACP-ALFP (Dean mentor)
2009	University of North Texas Feasibility Committee for a New School of Pharmacy (Chairman)
2009	Co-founder: Infoporte Solutions – Software development company supporting academic institutions human resource, business and finance, and grant and contract business needs. First launch of Infoporte™ occurred in the summer of 2009 at The University of North Carolina at Chapel Hill.
2011	Good to Great at Carolina: A Conversation with Chancellor Emeritus James Moeser http://www.youtube.com/watch?v=s7DfDEkyNDo
2012-present	Frank Hawkins Kenan Institute for Private Enterprise Advisory Board (UNC)
2012	Harvard Macy Institute: Program for Leading Innovations in Health Care and Education, Harvard Medical School, June 10-15, 2012
2012-2014	AACP Research and Graduate Affairs Advisory Committee (Chairman)
2013-2017	Advisory Board for the University of North Texas College of Pharmacy
2013-2017	ACCLAIM Program Retreat Leadership Panel (UNC)
2013-2017	AACP Chair-Elect Council of Deans
2013-2014	AACP-ACPE Standards Revision Committee
2013-2014	AACP Chalmers Award Review Committee
2014	AACP Strategic Planning Committee
2015-2017	AACP Member of Board of Directors
2015-2017	Structural Genomic Consortium Board (Representative Member)
2016	Macy Conference Planning Committee

PROFESSIONAL ORGANIZATION SERVICE ACTIVITIES

SCIENTIFIC AND PROFESSIONAL SOCIETY MEMBERSHIPS:

American College of Clinical Pharmacy
 American Association of Pharmaceutical Scientists
 American Pharmacists Association
 American Association of Colleges of Pharmacy

American Society of Health-System Pharmacists
North Carolina Association of Pharmacists

JOURNAL REFEREE:

American Journal of Hospital Pharmacy
Drug Intelligence and Clinical Pharmacy
Clinical Pharmacy
Pharmacotherapy
Journal of Pharmaceutical Sciences
Clinical Pharmacokinetics Newsletter
Clinical Pharmacokinetics
Journal of Geriatric Drug Therapy
Clinical Chemistry
Pharmaceutical Research
Biopharmaceutics and Drug Disposition
International Journal of Obesity
Drug Metabolism and Disposition
Journal of Pharmacology and Experimental Therapeutics
Biochemical Pharmacology
Journal of Biopharmaceutics and Pharmacokinetics
Pharmaceutical Development and Technology
Canadian Journal of Physiology and Pharmacology

EDITORIAL BOARDS:

Clinical Pharmacokinetics Newsletter
Journal of Geriatric Drug Therapy
Pharmacotherap

HONORS/AWARDS

University of Kentucky Pharm.D. Resident Impact Award
University of Kentucky Rho Chi Pharmacy Honor Society
Fellow - American College of Clinical Pharmacy - 1991
University of Kentucky College of Pharmacy Outstanding Second Year Professor Award - 1997
University of Kentucky College of Pharmacy B.Sc. Senior Class Award - 1997
University of Kentucky College of Pharmacy Doctor of Pharmacy Senior Class Award - 1997
University of Kentucky College of Pharmacy Outstanding Second Year Professor Award - 1998
University of Kentucky College of Pharmacy Doctor of Pharmacy Senior Class Award - 1998
University of Kentucky College of Pharmacy Doctor of Pharmacy Senior Class Award - 1999
University of Kentucky College of Pharmacy Outstanding Second Year Professor Award - 2000
University of Kentucky College of Pharmacy Doctor of Pharmacy Senior Class Award - 2000
Fellow - American Association for Pharmaceutical Scientists - 2001
University of Kentucky College of Pharmacy Doctor of Pharmacy Senior Class Award - 2002
2003 - University of Kentucky, Paul F. Parker Award
2007 - The 11th Annual Michael J Ordman Memorial Lecture, Massachusetts College of Pharmacy and Health Sciences
2009 - University of Tennessee's First Tennessee Chair of Excellence Distinguished Visiting Professor
2009 - University of Kentucky's Rho Chi Lecturer
2011 - Massachusetts College of Pharmacy's Rho Chi Lecturer
2012 - Ohio State University's Rho Chi Lecturer
2012 - Milap Nahata Distinguished Lecturer Award, Ohio State University
2013 - Krantz Lecturer, University of the Sciences, Philadelphia, PA

2015 - Graduation Speaker – University of California at San Diego Skaggs School of Pharmacy and Pharmaceutical Sciences
 2015 - University of Kentucky College of Pharmacy Hall of Distinguished Alumni Award
 2015 - NCAP Blanton Award for Pharmacy Contributions in North Carolina
 2016 - University of North Carolina General Alumni Association Faculty Service Award
 2016 - University of Michigan’s Dean’s Leadership Series Lecturer
 2016 - ACCP Parker Medal Award
 2017 - Robert G. Leonard Memorial Lecture Award, University of Texas at Austin
 2017 - Barry L. Reed Distinguished Lecturer, Monash University, Melbourne, Australia
 2017 - Awarded – Doctor of Laws *honoris causa* from Monash University, Melbourne, Australia
 2018 - Thomas S. Foster Award, University of Kentucky

SPEAKING ENGAGEMENTS

ABSTRACTS/POSTERS/PRESENTATIONS:

1. Blouin RA: "Development of a Clinical Pharmacokinetics Drug Monitoring Program", Medical University of South Carolina, Charleston, SC, October 1978 (presentation).
2. Blouin RA: "Clinical Pharmacokinetics - Concepts in Theophylline Monitoring", Hamot Medical Center, Erie, PA, November 1978 (presentation).
3. Blouin RA: "Obtaining Third Party Reimbursement for Clinical Services: A Panel Discussion", 13th Annual ASHP Midyear Clinical Meeting, San Antonio, TX, December 1978 (presentation).
4. Blouin RA: "Rational Use of Drug Blood Levels", Northwestern Society of Hospital Pharmacists, Erie, PA, November 1978 (presentation).
5. Blouin RA: "Application of Drug Blood Levels in the Clinical Setting", Southeast Kentucky Baptist Hospital Medical Staff Conference, Corbin, KY, January 1979 (presentation).
6. Blouin RA: "Theophylline Pharmacokinetics", Ohio Society of Hospital Pharmacists Mansfield, OH, June 1979 (presentation).
7. Blouin RA: "The Pharmacist and the Asthmatic Patient", Kentucky Society of Hospital Pharmacists, Louisville, KY, May 1979 (presentation).
8. Blouin RA, Foster TS, Smith RB, and Kostenbauder HB: "Multidisciplinary Approach Towards the Teaching of Clinical Pharmacokinetics", AACP Annual Meeting, Denver, CO, July 1979 (poster).
9. Blouin RA: "Aminoglycoside Pharmacokinetics", Morehead Clinic, Morehead, KY, October 1979 (presentation).
10. Dutro MP, Blouin RA, Erwin WG, Bustrack JA, Rowse KL: "Chloramphenicol Clearance and Protein Binding During Hemodialysis", ASHP Midyear Clinical Meeting, Las Vegas, NV, December 1979 (poster).
11. Dionne RE, Gibson GA, Bauer LA, Blouin RA, and Griffen WO: "Evaluation of Methods to Estimate Creatinine Clearance in Morbidly Obese Patients", ASHP Midyear Clinical Meeting, Las Vegas, NV, December 1979 (poster).

12. Blouin RA, Bauer LA, Griffen WO., Jr., Record KE, and Bell RM: "Amikacin Pharmacokinetics in Morbidly Obese Patients", ASHP Midyear Clinical Meeting, Las Vegas, NV, December 1979 (presentation).
13. Blouin RA: "Theophylline Pharmacokinetics", Hunter Foundation for Health Care, Lexington, KY, May 1980 (presentation).
14. Blouin RA: "Bioavailability of Drugs and Clinical Pharmacokinetics", The Institute of Applied Pharmaceutical Science, East Brunswick, NJ, July 1980 (presentation).
15. Oeltgen PR, Hamann SR, Blouin RA: "Comparison of RIA and Emit for the Determination of Serum Gentamicin", American Association for Clinical Chemistry Annual Meeting, Boston, MA, July 1980 (abstract).
16. Bauer LA, Bauer SP, Blouin RA: "Theophylline Clearance in Cigarette Smoking Patients with Renal Failure", ASHP Midyear Clinical Meeting, San Francisco, CA, December 1980 (poster).
17. Blouin RA: "How to Develop and Implement a Clinical Pharmacokinetic Service", ASHP Institute, Atlanta, GA, March 1981 (presentation).
18. Blouin RA: "The Laboratory's Role in Therapeutic Drug Monitoring - Pharmacokinetics in Clinical Practice", University of Kentucky, College of Allied Health Professions, Lexington, KY, May 1981 (presentation).
19. Blouin RA: "Acetaminophen Overdose" Medicine Conference, St. Joseph's Hospital, Lexington, KY, October 1981 (presentation).
20. Blouin RA: "Application of Clinical Pharmacokinetics of Theophylline", Third Annual Open Forum, Toledo, OH, November 1981 (presentation).
21. Blouin RA: "Development of a Theophylline Pharmacokinetic Service", Fourteenth Annual Expanding Hospital Pharmacy Services Seminar, Toledo, OH, November 1981 (presentation).
22. Rowse KL, Blouin RA, Record KE, Griffen WO, John W: "Effect of Surgery on the Pharmacokinetics of Amikacin in Morbidly Obese Patients", ASHP Midyear Clinical Meeting, New Orleans, LA, December 1981 (poster).
23. Blouin RA: "How to Develop and Implement a Clinical Pharmacokinetics Service", ASHP Institute, Cleveland, OH, August 1982 (presentation).
24. Blouin RA: "Management of the Aged: Pharmacokinetic Considerations" ASHP Midyear Clinical Meeting, Los Angeles, CA, December 1982 (presentation).
25. Bauer LA, Blouin RA: "Phenytoin Michaelis - Menten Kinetics in Caucasian Pediatric Patients", American Society for Clinical Pharmacology and Therapeutics, San Diego, CA, March 1983 (poster).
26. Fiske WD, Blouin RA, McNamara, PJ: "P-aminohippurate and Glucose Interaction", APhA Annual Meeting, New Orleans, LA, April 1983 (poster).
27. Benedek IH, Fiske WD, Griffen WO Jr., Blouin RA, McNamara PJ: "Serum Protein Binding of Drugs and Obesity", APhA Annual Meeting, New Orleans, LA, April 1983 (poster).

28. Rowse KL, Kostenbauder HB, McNamara PJ, Blouin RA: "Pharmacokinetics of Phenobarbital in Obese Zucker, Lean Zucker and Sprague-Dawley Rats", APhA Annual Meeting, New Orleans, LA, April 1983 (poster).
29. Blouin RA: "Introduction to Pharmacokinetics", Bristol Laboratories, Syracuse, NY, July 1983 (presentation).
30. Mays-Whitten K, O'Neal W, Piecoro J, Baumann R, Blouin RA: "Carbamazepine Overdosage: A Case Report", ASHP Midyear Clinical Meeting, Atlanta, GA, December 1983 (poster).
31. Blouin RA: "Aminoglycoside Antibiotics", Seventeenth Annual Southwestern Clinical Pharmacy Seminar, Tucson, AZ, February 1984 (presentation).
32. Blouin RA: "Consulting Services and New Technologies", Seventeenth Annual Southwestern Clinical Pharmacy Seminar, Tucson, AZ, February 1984 (presentation).
33. Hamann SR, Blouin RA, Kaltenborn KE, McAllister RG: "Plasma Level - Dependent Clearance of Verapamil During Intravenous Infusion", American Society for Clinical Pharmacology and Therapeutics, Atlanta, GA, April 1984 (abstract).
34. Rowse Brouwer KL, Kostenbauder HB, McNamara PJ, Blouin RA: "Hepatic Drug Metabolism in a Genetically Obese Rodent Model: Altered Response to Phenobarbital (Pb) Treatment", FASEB, St. Louis, MO, April 1984 (abstract).
35. Benedek IH, Blouin RA, McNamara PJ: "Altered Drug Protein Binding in the Serum of a Genetically Obese Zucker Rat", APhA Meeting, Philadelphia, PA, November 1984 (poster).
36. Barton SD, Mohler J, Blouin RA, Rapp RP: "Creatinine Production in Spinal Cord Injured Patients", OCCP & CP, Cincinnati, OH, November 1984 (poster).
37. Blouin RA: "Pharmacokinetic Considerations of the Post-Operative and Burned Patient", California Society of Hospital Pharmacists, San Francisco, CA, November 1984 (presentation).
38. Blouin RA: "Pharmacokinetics Considerations of the Post-Operative and Burned Patient", California Society of Hospital Pharmacists, Los Angeles, CA, November 1984 (presentation).
39. Michael KA, Mohler JL, Blouin RA, Lucas BA, Rapp RP: "Failure of Creatinine Clearance to Predict Gentamicin Half-Life in a Renal Transplant Patient: A Descriptive Report", ASHP Midyear Clinical Meeting, Dallas, TX, December 1984 (poster).
40. Blouin RA, Fiske WD, McNamara PJ: "Renal Function in the Genetically Obese Zucker Rat", FASEB, Anaheim, CA, April 1985 (accepted).
41. Blouin RA: "Renal Function in Obesity - Clinical Implications", Research and Seminar Series, Augusta, GA, February 1985 (presentation).
42. Blouin RA: "Biopharmaceutic and Pharmacokinetic Considerations of Drug Product Selection", Virginia Society of Hospital Pharmacists, Richmond, VA, November 1985 (presentation).
43. Kolpek J, Blouin RA, Parr M: "Alteration in Creatinine Production Rates in Cushingoid Patients", ASHP Midyear Clinical Meeting, New Orleans, LA, December 1985 (poster).

44. Foster TS, Blouin RA, Hobbs S, McAllister RG: "Dose Proportionality of Nifedipine: A Single Escalating Intravenous Dose Study in Man", ACCP, Chicago, IL, July 1986 (poster).
45. Blouin RA, McNamara PJ, Dickson P, McClain C, Cibull M: "Resistance to Acetaminophen Hepatotoxicity in the Obese Zucker Rodent", AAPS, Washington, DC, November 1986 (poster).
46. Chandler MHH, Guttendorf RJ, Wedlund PJ, Blouin RA: "Simultaneous Quantitation of d- and l-Hexobarbital in Rat Blood by High Performance Liquid Chromatography", AAPS, Washington, DC, November 1986 (poster).
47. McNamara PJ, Blouin RA, Brazzell RK: "Drug Protein Binding in Diabetic and Non-Diabetic Serum", AAPS, Washington, DC, November 1986 (poster).
48. McNamara PJ, Blouin RA, Brazzell RK: "Serum Protein Binding of ALO1576, A New Aldose Reductase Inhibitor", AAPS, Washington, DC, November 1986 (poster).
49. Blouin RA: Overview of Drug Pharmacology in the Elderly, "Life After Fifty Gerontology Fair", Bowling Green, KY, September 1986 (presentation).
50. Blouin RA: "Clinical Pharmacokinetic Monitoring: Past, Present and Future", KSHP, Louisville, KY, May 1987 (presentation).
51. Guttendorf RJ, Chandler MHH, Blouin RA, Wedlund PJ: "Effect of Age on Hexobarbital Stereoselective Disposition in the Rat", AAPS, Boston, MA, June 1987 (poster).
52. Guttendorf RJ, Blouin RA, Foster TS, Wedlund PJ: "Dextromethorphan Mephenytoin: Influence of Co-Administration on Patient Phenotyping", AAPS, Boston, MA, June 1987 (poster).
53. Chandler MHH, Schran HF, Proskin HM, Gonasun LM, Smith AJ, Foster TS, Hobbs SN, Blouin RA: "Effects of Renal Function on the Disposition of Isradipine" ACCP, Austin, TX, July 1987 (poster).
54. Blouin RA: "Clinical Complications in Drug Dosing", Kentucky Academy of Family Physicians, Owensboro, KY, July, 1987 (presentation).
55. Chandler MHH, Scott SC, Blouin RA: "Age-Dependent Stereoselective Alterations in Hexobarbital Metabolism", American Society of Clinical Pharmacology and Therapeutics, San Diego, CA, March 1988 (poster).
56. Jones P, Chaudhary I, Robertson L, Blouin RA: "Molecular Basis of Inducibility of cyt P-450 in Obese Rodent Model", Society of Toxicology, Dallas, TX, February 1988 (poster).
57. Chaudhary I, McNamara PJ, Blouin RA: "Acetaminophen Hepatotoxicity in Obese Zucker Rats: Mechanism of Resistance", Society of Toxicology, Dallas, TX, February 1988 (poster).
58. Blouin RA, Stoeckel K: "Pharmacokinetic Comparison of Fluoroquinolones", International Congress for Infectious Disease, Rio de Janeiro, April 1988.
59. Kneer J, Blouin R, Keller E, Stathakis C, Stoeckel K: "Pharmacokinetics of Cefetamet in Patients with Renal Insufficiency", 6th Mediterranean Congress of Chemotherapy, Taormena-Giardini Naxos, Italy, May 1988 (poster).
60. Chaudhary I, McNamara PJ, Blouin RA: "Effect of Phenobarbital Induction on Acetaminophen Kinetics in Obese Zucker Rat", AAPS, Orlando, FL, November 1988 (poster).

61. Blouin RA, Foster TS, Wedlund PJ, John W, Kolpek J, Robbins D, Cox SR: "Drug Metabolism of Flurbiprofen Enantiomers in Liver Disease", AAPS, Orlando, FL, November 1988 (poster).
62. Blouin RA: "Age Related Stereoselective Alterations in Hexobarbital Metabolism", Idaho State University, Pocatello, ID, November 1988 (seminar).
63. Blouin RA: "Clinical Scientists: Are They Needed?" Idaho State University, Pocatello, ID, November 1988 (seminar).
64. Chandler MHH, Clifton GD, Blouin RA, Hunt BA, Burki NK: "Pulmonary Function in Elderly: Response to Theophylline Bronchodilation", ASCPT, Nashville, TN, March 1989 (poster).
65. Chaudhary I, Robertson L, Blouin RA: "Enzyme Induction Defect to Phenobarbital in the fa/fa Zucker Rat: Relation Between Cytochrome P-450 and UDPGT", SOT, Atlanta GA, March 1989 (poster).
66. Chen LC, Chaudhary I, Blouin RA, Chow CK: "Effect of Acetaminophen on Hepatic Antioxidant Status of Zucker Rats", FASEB, New Orleans, LA, March 1989 (poster).
67. Smith DA, Chandler MHH, Shedlofsky S, Wedlund PJ, Blouin RA: "Stereoselective Induction of Hexobarbital with Rifampin", ASCPT, Nashville, TN, March 1989 (poster).
68. Blouin RA: "Relevance of Animal Models to Human Pharmacokinetics: An Example", ASCPT Symposium on Pharmacokinetics and Pharmacodynamics, Nashville, TN, March 1989 (Symposia presentation).
69. Blouin RA, Smith DA, Chandler MHH, Shedlofsky SI, Wedlund PJ: "The Effects of Rifampin Treatment on the Stereoselective Metabolism of Hexobarbital in Young and Elderly Subjects", IV World Conference in Clinical Pharmacology & Therapeutics, Heidelberg, Germany, July, 1989 (poster).
70. Blouin RA: "Stereoisomerism - Practical Considerations", ACCP Symposium on Drug Stereochemistry: What the Science Means to the Clinician, Kansas City, MO, August 1989.
71. Blouin RA: "Clinical Scientist Program", ACCP, Kansas City, MO, August 1989 (roundtable discussion).
72. Smith DA, Chandler MHH, Shedlofsky SI, Wedlund PJ, Blouin RA: "The Effects of Rifampin Induction on the Stereoselective Metabolism of Hexobarbital in the Young and Elderly", ACCP, Kansas City, MO, August 1989 (presentation).
73. Foster TS, Blouin RA: "The Effect of Antacid Timing on Lomefloxacin Bioavailability", Houston, TX, September 1989 (poster).
74. Blouin RA: "Influence of Obesity on Xenobiotic Metabolism", Ohio Valley Society of Toxicology, Cincinnati, OH, May 1989 (Symposia presentation).
75. Kneer J, Tam YK, Blouin RA, Stoeckel K: "The Influence of Food and Fluid Intake on the Absorption of Cefetamet Pivoxil", International Congress of Chemotherapy, Jerusalem, Israel, June 1989 (poster).
76. Wedlund PJ, Zhang Y, Britto M, Blouin RA, McNamara PJ, Steinmetz J, DeMaria AN: "Polymorphic Oxidative Metabolism of S-Mephenytoin", ASCPT, San Francisco, CA, March 1990 (poster).

77. Colangelo P, Blouin RA, McNamara PJ, Wedlund PJ, Steinmetz J, Demaria AN: "Age and Its Effect on Propranolol Stereoselective Oral Clearance", ASCPT, San Fransisco, CA, March 1990 (poster).
78. Blouin RA: "Stereoselective Drug Metabolism", Therapeutics and Pharmacokinetics in the 1990's, Breckenridge, CO, March 1990 (Symposia presentation).
79. Kneer J, Blouin RA, Stoeckel K: "The Influence of Antacid and Ranitidine Administration on the Pharmacokinetics of Oral Cefetamet Pivoxil", the 7th Mediterranean Congress of Chemotherapy, Barcelona, Spain, May 1990 (poster).
80. Chaudhary I, Parkinson A, Robertson LW, Blouin RA: "Phenobarbital Induction Defect in the Obese Zucker Rat I", AAPS, Las Vegas, NV, November 1990 (poster).
81. Chaudhary I, Parkinson A, Robertson LW, Blouin RA: "Phenobarbital Induction Defect in the Obese Zucker Rat II", AAPS, Las Vegas, NV, November 1990 (poster).
82. Chaudhary I, Nishihara, K, Robertson LW, Blouin RA: "Phenobarbital Induction Defect in the Obese Zucker Rat III", AAPS, Las Vegas, NV, November 1990 (poster).
83. Chaudhary I, Nishihara K, Robertson LW, Blouin RA: "PCB Induction Defect in the Obese Zucker Rat", AAPS, Las Vegas, NV, November 1990 (poster).
84. Hallak HO, Wedlund PJ, Foster TS, Blouin RA, John W, Patel IH: "Midazolam Disposition and Response in Efficient and Poor Metabolizers of Dextromethorphan", ASCPT, San Antonio, TX, March 1991 (poster).
85. Blouin RA: "Phenobarbital in the Genetically Obese Zucker Rat: Differential Induction of Gene Expression", Wayne State University, Detroit, MI, October 1990 (presentation).
86. Blouin RA, Bandyopadhyay AM, Chaudhary I: "Effect of Phenobarbital Treatment on Cytochrome P-450IIC11 mRNA in Obese Zucker Rats", FASEB, Atlanta, GA, April 1991 (poster).
87. Bandyopadhyay AM, Chaudhary I, Blouin RA: "Molecular Mechanism of Phenobarbital Induction Defect of Cytochrome P-450IIB1/IIB2 in Obese Zucker Rats", FASEB, Atlanta, GA, April 1991 (poster).
88. Chaudhary I, Tuntaterdtum S, Cibull ML, Blouin RA: "Effect of P-450 Inducers on Acetaminophen Hepatotoxicity in Obese Zucker Rats", FASEB, Atlanta, GA, April 1991 (poster).
89. Chandler MHH, Hamelin BA, Clifton GD, Blouin RA, Wolf KM: "Terbutaline Pharmacodynamics in Young and Elderly Asthmatics", ACCP, Minneapolis, MN, August 1991 (poster).
90. Chandler MHH, Hamelin BA, Blouin RA, Clifton GD, Wolf KM: "Responsiveness of Pure T-Lymphocytes to a Beta-2 Agonist in Young and Elderly Asthmatics", ACCP, Minneapolis, MN, August 1991 (poster).
91. Blouin RA: "Central Issues Relevant to Clinical Pharmaceutical Scientist Training Programs", ACCP, Minneapolis, MN, August 1991 (presentation).
92. Nishihara K, Chaudhary K, Cox S, Blouin RA: "Stereoselective Protein Binding of Flurbiprofen in Liver and Renal Disease", AAPS, Washington, DC, November 1991 (poster).
93. Colangelo PM, Blouin RA, Steinmetz JE, McNamara PJ, Wedlund PJ: "Effect of Age on Propranolol Stereoselective Disposition in Man", AAPS, Washington, DC, November 1991 (poster).

94. Colangelo PM, Blouin RA, Steinmetz JE, McNamara PJ, Wedlund PJ: "Effect of Age on Propranolol Enantiomer Pharmacodynamics in Man", AAPS, Washington, DC, November 1991 (poster).
95. Blouin RA: "Management of Drugs in the Elderly", University of Cincinnati Medical Center Geriatrics/Gerontology Speaking Series, Cincinnati, OH, October 1991 (presentation).
96. Blouin RA: "Stereoselective Drug Metabolism in the Elderly: Pharmacodynamic Considerations", University of Cincinnati, College of Pharmacy, Cincinnati, OH, October 1991 (presentation).
97. Blouin RA: "Obtaining Peer Reviewed Funding: Critical Issues for Young Investigators", ACCP Winter Meeting, Phoenix, AZ, February 1992 (presentation).
98. Blouin RA: "Factors Influencing the Regulation and Expression of Hepatic Cytochrome P450 2B Enzymes", 1992 AAPS Southeastern Regional Meeting, Wilmington, NC, April 1992 (Symposia presentation).
99. Bandyopadhyay A, Blouin RA: "Phenobarbital Induction Defect of Cytochrome P450 2B1/2B2 in Obese Zucker Rat in Hepatocyte Culture", FASEB, Anaheim, CA, April 1992 (poster).
100. Toler SM, Young BA, Bandyopadhyay A, Blouin RA: "The Effect of Head Trauma on Hepatic Cytochrome P-450 in the Fisher-344 Rat", AAPS 1992 Southeast Regional Meeting, Wilmington, NC, April 1992 (poster).
101. Zannikos PN, Bandyopadhyay A, Blouin RA: "Effect of Chronic High Fat Diet on the Expression/Regulation of the Hepatic Cytochrome P-450 System", AAPS 1992 Southeast Regional Meeting, Wilmington, NC, April 1992 (poster).
102. Israel BC, Shedlofsky SI, Swim A, Blouin RA: "Decreased Theophylline and Antipyrine Clearance in Cancer Patients Treated with Interferon-A (IFN)", ACCP, Toronto, Canada, August 1992 (poster).
103. Toler SM, Young BA, Bandyopadhyay A, Blouin RA: "The Effect of Head Trauma on Hepatic CYP3A and CYP2C11 in the Fisher-344 Rat", 1992 Midwest Cytochrome P450 Symposium, Lafayette, IN, September 1992 (poster).
104. Zannikos PN, Bandyopadhyay A, Blouin RA: "Effect of Chronic High Fat Diet on the Expression/Regulation of the Hepatic CYP2B1/2B2", 1992 Midwest Cytochrome P450 Symposium, Lafayette, IN, September 1992 (poster).
105. Blouin RA, Bandyopadhyay A, Chaudhary I, Robertson LW, Gemzick B, Parkinson A: "CYP2B Enzyme Induction Defect: Molecular Characterization", 1992 Midwest Cytochrome P450 Symposium, Lafayette, IN, September 1992 (poster).
106. Israel BC, Shedlofsky SI, Swim A, Blouin RA: "Effects of Endotoxin Induced Sepsis on Cytochrome P-450 Drug Metabolism", ACCP Annual Meeting, Reno, NV, August 1993 (presentation).
107. Blouin RA: "Stereoselective Drug Metabolism", Fourth International Symposium on Chiral Discrimination, Montreal, Quebec, September 1993 (Symposia presentation).
108. Zannikos PN, Bandyopadhyay AM, Robertson LW, Blouin RA: "CYP2B Enzyme Induction following Treatment with 2,2',4,4',5,5'- Hexachlorobiphenyl in the obese Zucker rat", AAPS, Orlando, FL, November 1993 (poster).

109. Nishihara KK, McNamara PJ, Blouin RA: "Expression of CYP2B Enzymes: Comparison of Concentration-Response Relationships in Young & Adult Rats", AAPS, Orlando, FL, November 1993 (poster).
110. Ma Li, Cohen DA, Blouin RA: "The Effect of Murine Acquired Immunodeficiency Syndrome (MAIDS) on Hepatic Microsomal Steroid Hydroxylase Activities", AAPS, Orlando, FL, November 1993 (poster).
111. Shedlofsky SI, Israel BC, Swim AT, Denison MG, Hill DB, McClain CJ, Blouin RA: "Decreased Hepatic P450-Mediated Drug Clearances in Humans Given Endotoxin (LPS) as a Model of Gram-Negative Sepsis", AASLD, Chicago, IL, November 1993 (poster).
112. Blouin RA: "Research in Clinical Sciences", 11th Annual Merrillville Symposium on Pharmaceutical Sciences Graduates Programs, Merrillville, IN, October 1993 (Symposia presentation).
113. Israel BC, Shedlofsky SI, Blouin RA: "Evaluation of an Animal Model of Sepsis: Effect on Hepatic P450 Expression", ACCP Annual Meeting, St. Louis, MO, August 1994 (poster).
114. Blouin RA: "Mechanism(s) of Phenobarbital Induction: Applications of a Mutant Rodent Model", University of Alberta, Edmonton, Alberta, April 1994 (presentation).
115. Roe AL, Howard G, Blouin RA: "The Effect of Acute and Chronic In Vivo Phenobarbital Treatment on DNA Binding Proteins", 10th International Symposium on Microsomes & Drug Oxidation, Toronto, Ontario, July 1994 (poster).
116. Young B, McClain CJ, Kindy M, Dempsey R, Blouin R, Gillespie M, Scheff S: "Pneumatic Impacter Model of Head Injury Simulates Metabolic Aspects of Head Injury", Congress of Neurosurgical Surgeons, Chicago, IL, October 1994.
117. Roe AL, Howard G, Blouin RA: "Acute and Chronic In Vivo Phenobarbital Treatment Effects on GRE and AP-1 DNA Binding Proteins", SOT 1995 Annual Meeting, Baltimore, MD, March 1995 (poster).
118. Boni J, Chaudhary I, Batastini G, Tonelli A, Woolcock I, DiStefano F, Vella A, Blouin R, Parkinson A, Eldridge S, Davis H: "A Toxicokinetic and Mechanistic Toxicity Study of CL275,838 (A Novel Memory Enhancing Agent) after Subchronic Dosing in Rats", AAPS, Miami, FL, November 1995 (poster).
119. Rees WA, Chambers T, Fenger C, Harkins JD, Blouin RA, Holland R, Tobin T: "The Pharmacokinetics and Bioavailability of Amantidine in the Horse: A Preliminary Report", Am Assoc Equine Prac. 1995.
120. Blouin RA and Wedlund PJ: "Pharmacokinetics for the Pharmaceutical Scientist: A Short Course", F. Hoffmann LaRoche, Nutley, NJ, July 1995 (presentation).
121. Blouin RA: "Joint Pharm.D./Ph.D. Programs", AACP Annual Meeting, Philadelphia, PA, July 1995 (presentation).
122. Israel BC, Shedlofsky SI, Tosheva R, Blouin RA: "Endotoxin Differentially Inhibits Hepatic Cytochrome P450 Drug Metabolism in Female Volunteers", ACCP Annual Meeting, Washington, DC, August 1995 (presentation).
123. Blouin RA: "Obese Zucker Rodent Model: Responsiveness to Phenobarbital Induction", 1995 Midwest Cytochromes P450 Symposium, Purdue University, West Lafayette, IN, September 1995 (presentation).

124. Roe AL, Howard G, Shedlofsky SI, Blouin RA: "Cytokine Regulation of CYP3A2 Expression in Rats Treated with LPS", SOT 1996 Annual Meeting, Anaheim, CA, March 1996 (poster).
125. Lu M, Blouin RA: "Evaluation of Formation Clearance of Dapsone Hydroxylamine as a Marker of CYP3A Activity: An In Vivo and In Vitro Correlation", AAPS 1996 Annual Meeting, Seattle, WA, October 1996 (presentation).
126. Blouin RA: "Obese Rodent Models: Alterations in Gene Expression of Drug Metabolizing Enzymes", 1996 Annual Mini-Symposium in Nutritional Sciences, Lexington, KY, April 1996 (presentation).
127. Roe AL, Howard G, Shedlofsky S, Blouin RA: "The Effect of High Dose Endotoxin on Nuclear Protein Binding: Implications on CYP3A2 Regulation", 1996 Midwest Cytochromes P450 Symposium, Purdue University, West Lafayette, IN, September 1996 (poster).
128. Warren G, Roe AL, Hou J, Shedlofsky S, Blouin RA: "The Effect of High Dose Endotoxin on Hepatic CYP3A2 Regulation", 1996 Midwest Cytochromes P450 Symposium, Purdue University, West Lafayette, IN, September 1996 (poster).
129. Lu M, Blouin RA: "The Effect of Pregnenolone 16 α -Carbonitrile on the Pharmacokinetics and Metabolism of Dapsone", 1996 Midwest Cytochromes P450 Symposium, Purdue University, West Lafayette, IN, September 1996 (poster).
130. Blouin RA: "The Effect of Head Trauma/Acute Phase Response on Brain and Liver Cytochrome P450 Enzymes", The Second Annual Kentucky Spinal Cord and Brain Injury Trust Symposium 1996, Lexington, KY, June 1996 (presentation).
131. Lu M, Poloyac SM, Blouin RA: "Evaluation of Oxidation of Dapsone as a Marker of CYP3A Activity: An In Vivo and In Vitro Correlation", SOT 1997 Annual Meeting, Cincinnati, OH March 1997 (poster).
132. Warren G, Roe AL, Hou J, Shedlofsky S, Blouin RA: "The Effect of High Dose Endotoxin on CYP3A Expression", SOT 1997 Annual Meeting, Cincinnati, OH March 1997 (poster).
133. Roe AL, Howard G, Shedlofsky S, Blouin RA: "The Effect of High Dose Endotoxin on Nuclear Protein Binding: Implications on CYP3A2 Regulation", SOT 1997 Annual Meeting, Cincinnati, OH, March 1997 (poster).
134. Blouin RA: "Special Pharmacokinetic Considerations in the Obese Patient", APhA Annual Meeting, Los Angeles, CA, March 1997 (Symposia presentation).
135. Watson A, Howard G, Shedlofsky S, Blouin RA: "Changes in Conjugation and Antioxidant Enzymes following Endotoxin Exposure", IUBMB, San Francisco, CA, August 1997 (poster).
136. Roe A, Howard G, Blouin RA: "Constitutive AP-1 Binding Activity in the Genetically Obese (fa/fa) Zucker Rat", IUBMB, San Francisco, CA, August 1997 (poster).
137. Roe A, Poloyac S, Howard G, Shedlofsky S, Blouin RA: "The Effect of High Dose Endotoxin on Hepatic CYP2E1 Regulation and Expression", IUBMB, San Francisco, CA, August 1997 (poster).
138. Rockich K, Hatton J, Kryscio R, Young B, Blouin RA: "The effect of Continuous Intravenous Infusion of rhIGF-1 and Daily Subcutaneous Administration of rhGH on IGF-1 and IGFBP-3 Plasma Concentrations in Traumatic Brain Injured Patients", AAPS, Boston, MA, November 1997 (poster).

139. Oakley GG, Roe AL, Blouin RA, Ganguly T, Vore M, Robertson W: "Activation of AP-1 and STAT Transcription Factors by Non-Coplanar Polychlorinated Biphenyls", SOT, Seattle, WA, March 1998 (poster).
140. Blouin RA: "Expression and Regulation of Xenobiotic-Metabolizing Enzymes in Obesity", 12th International Symposium on Microsomes and Drug Oxidations, Montpellier, France, July 1998 (Symposia presentation).
141. Blouin RA: "The Effect of Head Trauma/Acute Phase Response on Brain and Liver Cytochrome P450 Enzymes", 4th Annual Kentucky Spinal Cord and Head Injury Research Symposium, Lexington, KY, July 1998 (presentation).
142. Rockich K, Blouin RA: "The Effect of the Acute Phase Response on Chlorzoxazone Pharmacokinetics and CYP2E1 Activity in the Rat", ACCP 1998 Annual Meeting, Cincinnati, OH, November 1998 (poster).
143. Blouin RA: "Relating In-Vitro Data to In-Vivo Drug Interactions", ACCP 1998 Annual Meeting, Cincinnati, OH, November 1998 (Symposia presentation).
144. Blouin RA: "Translational Research with Drug Interactions", ACCP 1998 Annual Meeting, Cincinnati, OH, November 1998 (Symposia presentation).
145. Warren G, Mattson M, Blouin RA: "Hepatic Cytochrome P450 Expression in IL-6 Knockout Mice following Endotoxin Administration", SOT 1999 Annual Meeting, New Orleans, LA, March 1999 (poster).
146. Roe AL, Warren G, Mattson M, Blouin RA: "AP-1 Binding Activity Is Altered in LPS-Treated TNF α (p55/p75) Double Receptor Knockout Mice", SOT 1999 Annual Meeting, New Orleans, LA, March 1999 (poster).
147. Gardner BM, Poloyac SM, Shedlofsky SI, Blouin RA: "Serum Protein Binding of Chlorzoxazone in Human: The Effect of Endotoxin Administration", ASHP 1998 Annual Meeting, Las Vegas, NV, December 1998 (poster).
148. Poloyac SM, Tosheva T, RT, Shedlofsky SI, Blouin RA: "Variable Changes in CYP2E1 Activity after Endotoxin Administration in Humans", SOT 1999 Annual Meeting, New Orleans, LA, March 1999 (poster).
149. Blouin RA: "Post-Graduate Education", University of Minnesota Seminar Series, Minneapolis, MN, March 1999 (Presentation).
150. Blouin RA: "Prediction Drug-Drug Interactions from In-Vitro Data", University of Minnesota College of Pharmacy Seminar Series, Minneapolis, MN, March 1999 (Presentation).
151. Van Ess PJ, Pedersen WA, Culmsee C, Mattson MP, Blouin RA: "Alterations in Cytochrome P450 Enzyme Activity in Transgenic Mice Expressing Familial Alzheimer's Disease-Linked Mutant Beta Amyloid Precursor Protein", AAPS 1999 Annual Meeting, New Orleans, LA, November 1999 (poster).
152. Poloyac SM, Blouin RA: "Tissues Specific Alterations in CYP2E1 Expression following Traumatic Brain Injury in the Rat", AAPS 1999 Annual Meeting, New Orleans, LA, November 1999 (poster).

153. Rockich KT, Tosheva T, RT, Shedlofsky SI, Blouin RA: "The Effect of Endotoxin Administration on CYP3A4 Activity in Humans", AAPS 1999 Annual Meeting, New Orleans, LA, November 1999 (poster).
154. Blouin RA, DiPiro JT, Evans WE, Fletcher CV, Johnson JA, Relling MV: "Establishing the Link: Developing Proposals that Fill a Gap in Knowledge - Mock Study Section: Critique of Contemplated Methods", 1999 ACCP Annual Meeting, Kansas City, MO, October 1999 (Symposia presentation).
155. Blouin RA: "Understanding Changes in Hepatic Drug Metabolism through Pharmacokinetic Data Analysis of Model Probe Drugs", 1999 Conference on Nonlinear Statistical Models: Implementation and Application, Lexington, KY, November 1999 (Symposia presentation).
156. Shedlofsky SI, Tosheva RT, Rockich KT, Cunningham CR, Goeger DE, Blouin RA: "Superiority of Midazolam as a Probe for Assessing CYP3A4 Activity in Human Endotoxin Model", SOT 2000 Annual Meeting, Nashville, TN, March 2000 (poster).
157. Blouin RA: "Expression and Regulation of Drug Metabolizing Enzymes in Obesity", ASBMB/ASPET Annual Meeting, Boston, MA, June 2000 (Symposia presentation).
158. Lubawy WC, Yokel RA, Blouin RA, Blumenschein K: "Advanced Degree Programs Integrated with the Doctor of Pharmacy Curriculum as a Foundation for the Future", AACP Annual Meeting, San Diego, CA, July 2000 (poster).
159. Van Ess PJ, Warren GW, Mattson MP, Blouin RA: "Effect of Clofibrate Administration on Cytochrome P450 Activity in TNF p55/p75 Double Receptor Knockout Mice", AAPS Annual Meeting, Indianapolis, IN, November 2000 (poster).
160. Van Ess PJ, Warren GW, Mattson MP, Blouin RA: "Enhanced Phenobarbital Induction of Hepatic CYP2B Parallels CAR Activation in Tumor Necrosis Receptor Double Knockout Mice", AAPS Annual Meeting, Denver, CO, November 2001 (poster).
161. Blouin RA (panel member): "Promoting German, Austrian, and Swiss Investment in Kentucky", Kentucky German Business Council 2nd Annual Conference, Lexington, KY October 2001.
162. Van Ess PJ, Warren GW, Mattson MP, Blouin RA: "Effect of Phenobarbital on Cytochrome P450 Induction in Tumor Necrosis Factor and Interleukin-6 Deficient Mice", 33rd Annual Pharmaceutical Graduate Student Research Meeting, Madison, WI, July 2001 (Dr. Van Ess received 2nd place poster presentation award for this work).
163. Tosheva RT, Van Ess P, Cunningham CR, Blouin RA, Shedlofsky SI: "Increased CYP2E1 Activity and Enhanced Systemic Oxidative Stress after Endotoxin in Humans", SOT Annual Meeting, Nashville, TN, March 2002.
164. Van Ess P, Charriez C, Tosheva RT, Shedlofsky SI, Blouin RA: "Correlation between NFkB and Changes in Chlorzoxazone Disposition following an Acute Phase Response", 2002 ACCP Spring Practice and Research Forum, Savannah, GA, April 2002 (poster).
165. Blouin RA: "The Impact of Obesity on Drug Pharmacokinetics and Pharmacodynamics", 2002 ACCP Spring Practice and Research Forum, Savannah, GA, April 2002 (presentation).
166. Blouin RA: "The Effect of the Acute Phase Response on CYP2E1 Expression and Regulation", Department of Medicinal Chemistry Seminar Series, The Ohio State University, Columbus, OH, April 2002 (presentation).

167. Blouin RA: "Effect of Obesity on Drug Metabolism", University of Kentucky Center for Nutritional Sciences Seminar Series, Lexington, KY April 2002 (presentation).
168. Blouin, RA: "Future of Research and Graduate Education in Clinical Pharmacy", University of Illinois at Chicago, Chicago, Illinois July 2005 (presentation).
169. Blouin, RA: "Moving Learning up Bloom's Taxonomy", 2007 AACP Interim Meeting, Arlington, VA, February 2007 (presentation).
170. Blouin, RA: The 11th Annual Michael J Ordman Memorial Lecture, Massachusetts College of Pharmacy and Health Sciences, Boston, MA, March 2007 (presentation).
171. Blouin, RA: "Moving up Bloom's Taxonomy", University of Maryland Faculty Assembly, Baltimore, MD, April 2007 (presentation).
172. Blouin, RA: "Educational Renaissance", University of Minneapolis Faculty Retreat, Minneapolis, MN, May 2007 (presentation).
173. Blouin, RA: "Educational Renaissance at the University of North Carolina", ASHP Annual Midyear Clinical Meeting, Las Vegas, NV, December 2007 (round table discussion).
174. Joyner, P, Pollack, GM, Blouin, RA: "Educating the Next Generation of Pharmacy Students: An Educational Renaissance at the UNC School of Pharmacy", 2008 AACP Interim Meeting, Arlington, VA, February 2008 (round table discussion).
175. Blouin, RA: "Educating the Next Generation of Learners", University of West Virginia Faculty Retreat, Morgantown, WV, January 2008 (presentation).
176. Blouin, RA: "Educational Renaissance: Experience at the University of North Carolina", University of Wisconsin, Madison WI, February 2008 (presentation).
177. Blouin RA: "The Role of Research in a Professional Curriculum", US-Thai Pharmacy Consortium: For the Development of Pharmacy Education in Thailand, Madison WI, July 2008 (presentation).
178. Blouin RA, Joyner P, Persky A, Pollack GM: "Educating the Next Generation of Pharmacy Students: An Educational Renaissance at the UNC Eshelman School of Pharmacy", 2008 AACP Annual Meeting, Chicago IL, July 2008 (presentation).
179. Blouin RA: "2009 First Tennessee Chair of Excellence Distinguished Visiting Professor: Translational Research and Training Opportunities and Challenges", University of Tennessee School of Pharmacy, Memphis TN, January 2009 (presentation).
180. Blouin RA: "2009 Rho Chi Lecturer: Educational Renaissance and the Next Generation of Learners", University of Kentucky College of Pharmacy, Lexington KY, March 2009 (presentation).
181. Blouin RA: "2009 Rho Chi Lecturer: A Call to Leadership", University of Kentucky College of Pharmacy, Lexington KY, March 2009 (presentation).
182. Blouin RA: "Strategies to Focus and Enhance Research Funding", University of Houston College of Pharmacy, League City TX, May 2009 (presentation).

183. Blouin RA: "Clinical Pharmaceutical Scientists PhD Program: Success and Lessons Learned", University of Southern California School of Pharmacy, Los Angeles CA, July 2009 (presentation).
184. Blouin RA, Speedie M, Jordan R: "Sharing the Dynamics of Transforming Gifts", 2009 AACP Annual Meeting, Boston MA, July 2009 (panel).
185. Blouin RA: "Roles of Innovation in Education Delivery", 2009 AACP Curricular Change Summit, Scottsdale AZ, September 2009 (symposia presentation).
186. Blouin RA: "Educating the Next Generation of Learners: A Case for Change", University of British Columbia, Vancouver BC, November 2009 (presentation).
187. Blouin RA: "Educational Renaissance: A Case for Change", North Carolina Research and Education Network (NCREN) Community Celebration 2009, Cary NC, December 2009 (symposia presentations).
188. Blouin RA: "Preparing a Renaissance in Pharmacy Education: A Hybrid Delivery Model", EduPharm@Asia 2010 Symposium, National University of Singapore, Singapore, April 2010 (symposia presentation).
189. Blouin RA: "Roles of Innovation in Education Delivery", Wayne State University, Detroit MI, May 2010 (presentation).
190. Blouin RA: "Patient Centered Care: Educating the Next Generation of Pharmacists", 67th AFPC Conference, Richmond BC, Canada, June 2-5, 2010 (symposia presentation).
191. Blouin RA, Ratka A, Zgarrick DP: "Graduate Student Program: How to Get Your First Job", 2010 AACP Annual Meeting, Seattle WA, July 2010 (panel).
192. Van Amburgh JA, Surratt CK, Green JA, Gallucci RM, Colbert J, Zatopek SL, Blouin RA: "Succession Planning in US Pharmacy Schools", 2010 AACP Annual Meeting, Seattle WA, July 2010 (poster).
193. Duncan W, Medina MS, Fielding DW, Brazeau GA, Austin ZH, Blouin RA, Meyer SM: "Speaking the Same Tongue: Coming to Consensus on the Language of Assessment and Evaluation", 2010 AACP Annual Meeting, Seattle WA, July 2010 (presentation).
194. Duncan W, Medina MS, Fielding DW, Brazeau GA, Austin ZH, Blouin RA, Meyer SM: "Charting the Course: Planning Efficient and Effective Approaches to Assessment and Evaluation", 2010 AACP Annual Meeting, Seattle WA, July 2010 (presentation).
195. Blouin RA: "Educating the Next Generation of Learners", 2010 NABP/AACP District III Meeting, Blowing Rock NC, August 2010 (presentation).
196. Blouin RA: "Integration of the Education and Research Missions: Optimizing Impact at a Research Intensive University", Inaugural 2010 Arthur D. Bloom College of Pharmacy Seminar Series, University of Utah, College of Pharmacy, Salt Lake City Utah, October 2010 (presentation).
197. Blouin RA: "Education Reform in Higher Education: A Need for Change", University of Montana, Missoula MT, January 2011 (presentation).
198. Blouin RA: "Curriculum Revision: Effects on Research and Teaching Missions of Departments", Associate of Medical Pharmacology Chairs, Cancun, Mexico, January 2011 (presentation).

199. Blouin RA: “Good to Great: A UNC Eshelman School of Pharmacy Case Study”, Faculty Learning Community on Strategy and Leadership, The University of North Carolina at Chapel Hill, Chapel Hill NC, February 2011 (presentation).
200. Blouin RA: “Transformative Leadership and Teams”, Transformational Leadership: Deans and Chairs as Agents of Change - 2011 AACP Interim Meeting, (panel discussion with Lyle Bootman, Stephen Schondelmeyer, Kathleen Johnson), Seattle WA, February 2011 (panel discussion).
201. Blouin RA: “From the Asheville Project to Health Care Reform: The Value Added Proposition of a Pharmacist”, William E. Hassan Jr. Distinguished Rho Chi Memorial Lecture, Massachusetts College of Pharmacy & Health Sciences-Boston, Boston MA, March 2011 (presentation).
202. Blouin RA: “A Call to Leadership: A Personal Journey”, The Rho Chi Psi Chapter of the Massachusetts College of Pharmacy & Health Sciences Keynote Speaker, Boston MA, March 2011 (presentation).
203. Blouin RA: “Active Learning and Leveraging Technology in the Classroom”, University of Illinois College of Pharmacy Faculty Retreat, Lake Geneva WI, May 2011 (presentation).
204. Blouin RA: “Global Pharmacy Education and Colleges of Pharmacy: Challenges and Opportunities – Transforming Pharmacy in Singapore: A Partnership”, 2011 AACP Annual Meeting, San Antonio TX, July 2011 (presentation).
205. Blouin RA: “Developing and Evaluating Faculty Excellence”, University of Texas at Austin, College of Pharmacy Faculty Retreat, Austin TX, August 2011 (presentation).
206. Blouin RA: “Integration of the Education and Research Missions: Optimizing Impact at a Research Public University”, Bill Gatton College of Pharmacy, East Tennessee State University, Johnson City, TN, November 2011 (presentation).
207. Blouin RA: “Education Reform in Higher Education: A Need for Change”, Bill Gatton College of Pharmacy, East Tennessee State University, Johnson City, TN, November 2011 (presentation).
208. Blouin RA: “Our Research Mission: Scope, Focus, and Collaborations”, Tokushima University, Tokushima, Japan, January 2012 (symposia presentation).
209. Blouin RA: “Integration of the Education and Research Mission: Optimizing Impact at a Research Intensive University”, The Ohio State University, Columbus, OH, April 5, 2012 (presentation).
210. Blouin RA: “2012 Rho Chi Lecturer: Changing the World – One Student at a Time”, The Ohio State University, Columbus, OH, April 5, 2012 (presentation).
211. Blouin RA: “Reimagining the Public University of the 21st Century: UNC Library Strategic Planning Retreat”, University of North Carolina at Chapel Hill, Chapel Hill, NC, June 2012 (reactor panel member).
212. Blouin RA: “Transformation of a School of Pharmacy through Strategic Planning”, University of New Mexico, Albuquerque, NM, January 2013 (presentation).
213. Blouin RA: “Cultivating the Science and Scientists for the 21st Century Drug Discovery and Development”, 2013 AAAS Annual Meeting, Boston, MA, February 2013 (presentation).

214. Blouin RA: "Integration of the Education and Research Missions: Optimizing Impact in Health Science Professions", Krantz Lecturer at the University of the Sciences, Philadelphia, PA, April 2013 (presentation).
215. Blouin RA: "Creating a Culture to Support Research and Scholarship", Wayne State University, Detroit, MI, June 2013 (presentation).
216. McClurg MR, Singleton S, Rodgers PT, Lee C, McLaughlin, Moore J, Guidotti M, Joyner PU, Mumper R, Blouin RA: "A Systems Approach to Transformation in Pharmacy Education", 2013 AACP Annual Meeting, Chicago, IL, July 2013 (poster).
217. Blouin RA, Tracy T, Mumper R, Chrisman L: "Deans Networking Session: Effective Utilization of Administrative Tools", AACP Annual Meeting, Chicago, IL, July 2013 (networking session).
218. Blouin RA, Van Amburgh JA, Keefe K: "Leadership Programming: Succession Planning in Academic Pharmacy", AACP Annual Meeting, Dallas, TX, July 2014 (presentation).
219. Blouin RA, McClurg M, Joyner PU: "The Life Cycle of a Strategic Plan: Environmental Scan to Assessment", AACP Annual Meeting, Dallas, TX, July 2014 (presentation).
220. Blouin RA, McClurg M, Easter J, Trygstad T: "Teams Leading Change: Glaxo Smith Kline, Community Care of North Carolina, and the UNC Eshelman School of Pharmacy", AACP Interim Meeting, Austin, TX February 2015 (presentation).
221. Blouin RA: "The Layered Learner Practice Model" AACP Interim Meeting, Austin, TX February 2015 (presentation).
222. Allen DD, Blouin RA, McKay: "Building a Functional, Productive and Successful Research Program at College and Department Level", AACP Annual Meeting, National Harbor, MD, July 2015 (panel presentation).
223. Blouin RA: "Engaging University Administration Effectively to Advance your School or College", AACP Annual Meeting, National Harbor, MD, July 2015 (presentation).
224. Blouin RA: "Decision Making in Practice, the Integration of Science, The Dean's Role", FIP 6th Academic Institutional Membership Forum, Dusseldorf, Germany, September 2015.
225. Blouin, RA: "Building a Culture of Collaboration and Innovation at the UNC Eshelman School of Pharmacy: Important Lessons Learned", International Society for Pharmaceutical Engineering (IPSE) Conference, Bethesda, MD, February 2018.

RESEARCH AND CREATIVE PRODUCTIVITY

PUBLICATIONS:

1. Westerfield BT, Blouin RA: Ethchlorvynol intoxication. South Med J. 70:1019-1020, 1977.
2. Bivens BA, Rapp RP, Griffen WO Jr., Blouin RA, Bustrack JA: Dopamine - phenytoin interaction. Arch Surg 113:245-249, 1978.
3. Rapp RP, Bustrack JA, Blouin RA: Dopamine interaction. Drug Intell Clin Pharm 12:249, 1978.

3. Blouin RA, Mann HJ, Griffen WO Jr., Bauer LA, Record KE: Tobramycin pharmacokinetics in morbidly obese patients. Clin Pharmacol Ther 26:508-512, 1979.
5. Bauer LA, Blouin RA, Griffen WO Jr., Record KE, Bell RM: Amikacin pharmacokinetics in morbidly obese patients. Am J Hosp Pharm 37:519-522, 1980.
6. Blouin RA, Bauer LA, Piccoro JJ, Holland NH: Decreased gentamicin half-life during peritoneal dialysis: A case report. Drug Intell Clin Pharm 14:218-219, 1980.
7. Blouin RA, Bauer LA, Bustrack JA, Record KE, Bivens BA: Theophylline hemodialysis clearance. Ther Drug Monit 2:221-223, 1980.
8. Blouin RA, Elgert JF, Bauer LA: Theophylline clearance: effect of marked obesity. Clin Pharmacol Ther 28:619-623, 1980.
9. Blouin RA, Erwin WG, Dutro MP, Bustrack JA, Rowse KL: Chloramphenicol hemodialysis clearance. Ther Drug Monitor 2:351-354, 1980.
10. Oeltgen PR, Hamann SR, Blouin RA: Comparison of gentamicin assays. Ther Drug Monit 2:423-425, 1980.
11. Bauer LA, Blouin RA: Influence of age on theophylline clearance in patients with chronic obstructive pulmonary disease. Clin Pharmacokinetics 6:469-474, 1981.
12. Dionne RE, Bauer LA, Gibson GA, Griffen WO Jr., Blouin RA: Estimating creatinine clearance in morbidly obese patients. Am J Hosp Pharm 38:841-844, 1981.
13. Lawson LA, Blouin RA, Smith RB, Rapp RP, Young AB: Phenytoin-dexamethazone interaction: a previously unreported observation. Surg Neurol 16:23-24, 1981.
14. Bailey RT, Young AB, Rapp RP, Blouin RA: Theophylline toxicity after the use of aminophylline in the treatment of cerebral vasospasm. Neurosurgery 9:722-724, 1981.
15. Bauer LA, Blouin RA: Influence of age on tobramycin pharmacokinetics in patients with normal renal function. Antimicrob Agents Chemother 20:587-589, 1981.
16. Bauer LA, Bauer SP, Blouin RA: The effect of acute and chronic renal failure on theophylline clearance. J Clin Pharmacol 22:65-68, 1982.
17. Lawson LA, Blouin RA, Parker PF: Quality assurance program for a clinical pharmacokinetic service. Am J Hosp Pharm 39:607-609, 1982.
18. Blouin RA, Bauer LA, Miller DD, Record KE, Griffen WO Jr.: Vancomycin pharmacokinetics in normal and morbidly obese subjects. Antimicrob Agents Chemother 21:575-580, 1982.
19. Blouin RA, Erwin WG, Foster TS, Scott S: Pharmacokinetics of theophylline in young and elderly subjects. Gerontology 28:323-327, 1982.
20. Hamann SR, Oeltgen PR, Shank WA, Blouin RA, Natarajan L: Evaluation of gentamicin pharmacokinetics during peritoneal dialysis. Ther Drug Monitor 4:297-300, 1982.
21. Bauer LA, Blouin RA: Age and phenytoin kinetics in adult epileptics. Clin Pharmacol Ther 31:301-304, 1982.

22. Bauer LA, Blouin RA: Gentamicin pharmacokinetics: Effect of aging in patients with normal renal function. J Am Geriatr Soc 30:309-311, 1982.
23. Bauer LA, Blouin RA: Amikacin pharmacokinetics in young men with pneumonia. Clin Pharm 1:353-355, 1982.
24. Bauer LA, Piccoro JJ, Wilson HD, Blouin RA: Gentamicin and tobramycin pharmacokinetics in patients with cystic fibrosis. Clin Pharm 2:262-264, 1983.
25. Bauer LA, Blouin RA: Influence of age on amikacin pharmacokinetics in patients without renal disease: Comparison with gentamicin and tobramycin. Eur J Clin Pharmacol 24:639-642, 1983.
26. Benedek IH, Fiske WD, Griffen WO Jr., Bell RM, Blouin RA, McNamara PJ: Serum alpha-1 acid glycoprotein and the binding of drugs in obesity. Br J Clin Pharmacol 16:751-754, 1983.
27. Bauer LA, Blouin RA: Phenytoin Michaelis-Menton pharmacokinetics in Caucasian paediatric patients. Clin Pharmacokinet 8:545-549, 1983.
28. Hamann SR, Blouin RA, McAllister RG: Clinical pharmacokinetics of verapamil. Clin Pharmacokinet 9:26-41, 1984.
29. Benedek IH, Blouin RA, McNamara PJ: Influence of smoking on serum protein composition and the protein binding of drugs. J Pharm Pharmacol 36:214-216, 1984.
30. Bauer LA, Edwards WA, Randolph FP, Blouin RA: Cimetidine induced decreases in lidocaine metabolism. Am Heart J 108:413-415, 1984.
31. Oeltgen PR, Shank WA, Blouin RA, Clark T: Clinical evaluation of the Abbott TDx(TM) fluorescence polarization immunoassay analyzer. Ther Drug Monit 6:360-367, 1984.
32. O'Neal W, Whitten KM, Baumann RJ, Blouin RA, Piccoro JJ: Lack of serious toxicity following carbamazepine overdose. Clin Pharm 3:545-547, 1984.
33. Brouwer KL, Kostenbauder HB, McNamara PJ, Blouin RA: Phenobarbital in the genetically obese Zucker rat. I. Pharmacokinetics after acute and chronic administration. J Pharmacol Exp Ther 231:649-653, 1984.
34. Brouwer KL, Kostenbauder HB, McNamara PJ, Blouin RB: Phenobarbital in the genetically obese Zucker rat. II. In Vivo and In Vitro assessments of microsomal enzyme induction. J Pharmacol Exp Ther 231:654-659, 1984.
35. Benedek IH, Blouin RA, McNamara PJ: Serum protein binding and the role of increased alpha 1-acid glycoprotein in moderately obese male subjects. Br J Clin Pharmacol 18:941-946, 1984.
36. Hamann SR, Blouin RA, Chang SL, Kaltenborn KE, Tan TG, McAllister RG: Effects of hemodynamic changes on the elimination kinetics of verapamil and nifedipine. J Pharmacol Exp Ther 231:301-305, 1984.
37. Blouin RA, Brouwer KL, Record KE, Griffen WO Jr., Plezia PM, John W: Amikacin pharmacokinetics in morbidly obese patients undergoing gastric by-pass surgery. Clin Pharm 4:70-72, 1985.

38. Hamann SR, Tan TG, Kaltenborn KE, Brouwer KLR, Blouin RA, Chang SL, Vore M, McAllister RG: Effects of phenobarbital and SKF-525A on In Vitro hepatic metabolism of verapamil and nifedipine. Pharmacology 30:121-128, 1985.
39. Oeltgen PR, Blouin RA, Spurrier WA, Myers RD: Hibernation "Trigger" alters renal function in the primate. Physiol Behav 34:79-81, 1985.
40. McAllister RG, Hamann SR, Blouin RA: Pharmacokinetics of calcium entry blockers. Am J Cardiol 55:30B-40B, 1985.
41. Gibson GA, Blouin RA, Bauer LA, Rapp RP, Tibbs PA: Influence of high dose pentobarbital on theophylline pharmacokinetics: a case report. Ther Drug Monitor 7:181-184, 1985.
42. Benedek IH, Blouin RA, McNamara PJ: Altered drug-serum protein binding in the genetically obese Zucker rat. J Pharm Sci 74:837-840, 1985.
43. Wermeling D, Record K, Bell R, Porter W, Blouin RA: Hemodialysis clearance of pentobarbital during continuous infusion: A case report. Ther Drug Monit 7:485-487, 1985.
44. Michael KA, Mohler JL, Blouin RA, Lucas BA, Rapp RP: Failure of creatinine clearance to predict gentamicin half-life in a renal transplant patient with diabetes mellitus. Clin Pharm 4:572-575, 1985.
45. Mohler JL, Barton SD, Blouin RA, Cowen DL, Flanigan RC: The evaluation of creatinine clearance in spinal cord injured patients. J Urology 136:366-369, 1986.
46. Fiske WD, Blouin RA, Mitchell B, McNamara PJ: Renal function in the obese Zucker rat. Int J Obes 10:175-183, 1986.
47. Wermeling DP, Blouin RA, Porter WH, Rapp RP, Tibbs PA: Pentobarbital pharmacokinetics in patients with severe head injury. Drug Intell Clin Pharm 21:459-463, 1987.
48. Huang Chandler MH, Guttendorf RJ, Blouin RA, Wedlund PJ: Simultaneous quantitation of d- and l-hexobarbital in rat blood by HPLC. J Chromatogr 419: 426-432, 1987.
49. Blouin RA, Kolpek JH, Mann HJ: Influence of obesity on drug disposition. Clin Pharm 6:706-714, 1987.
50. Blouin RA, Dickson P, McNamara PJ, Cibull M, McClain C: Phenobarbital induction and acetaminophen hepatotoxicity: resistance in the obese Zucker rodent. J Pharmacol Exp Ther 243:565-570, 1987.
51. Clifton GD, Blouin RA, Dilea C, Schran HF, Hassell AE, Gonasun LM, Foster TS: The pharmacokinetics of oral isradipine in normal volunteers. J Clin Pharmacol 28:36-42, 1988.
52. Chandler MH, Scott SR, Blouin RA: Age-associated stereoselective alterations in hexobarbital metabolism. Clin Pharmacol Ther 43:436-441, 1988.
53. McNamara PJ, Blouin RA, Brazzell RK: The protein binding of phenytoin, propranolol, diazepam and AL01576 (an aldose reductase inhibitor) in human and rat diabetic serum. Pharm Res 5:261-265, 1988.
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Clinical Guide to Laboratory Tests. Norbert W. Tietz; Drugs: Therapeutic and Toxic. W.B. Saunders Co., Philadelphia, PA, 1:560-621, 1983.

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DiPiro JT, Spruill WJ, Wade WE, Blouin RA, Pruemer J: Concepts in Clinical Pharmacokinetics, Fifth Edition, ASHP Publications, 2010.

GRANT ACTIVITY:

Industrial/Institutional Grants:

1. The Effect of Positive End Expiratory Pressure on the Total Body Clearance of Theophylline in Dogs; BRSG (College of Medicine), University of Kentucky; November 1977; (Co-investigator), \$1,900.
2. Major Research Equipment Fund; UKRF, University of Kentucky; October 1978; (Principal investigator), \$4,600.
3. Bioavailability and Safety Evaluation of Theophylline Sodium Glycinate; Merrell-National Laboratories; October 1978; (Co-investigator).

4. Aminoglycoside Pharmacokinetics in Obese Patients; UKRF, University of Kentucky; January 1979; (Principal investigator), \$1,700.
5. Pharmacokinetics of Tobramycin in Morbidly Obese Patients; Eli Lilly Co.; May 1978; (Principal investigator), \$1,000.
6. Pharmacokinetics of Amikacin in Morbidly Obese Patients; Bristol Lab; January 1979; (Principal investigator), \$1,200.
7. Evaluation of the Disposition of Theophylline in the Elderly; Sanders Brown Aging Grant, University of Kentucky; April 1979; (Principal investigator).
8. Evaluation of the Pharmacokinetics of Doxorubicin in Liver Disease; American Cancer Society Institutional Grant; November 1980; (Co-investigator), \$4,800.
9. Evaluation of Amikacin Pharmacokinetics During Pregnancy; UKRF, University of Kentucky; November 1980; (Principal investigator), \$2,800.
10. Evaluation of Obese Animal Model; BRSG (College of Pharmacy), University of Kentucky; September 1981; (Principal investigator), \$2,400.
11. Acute and Chronic Effects of Right Ventricular Dysfunction on Hepatic Drug Elimination; BRSG (College of Medicine), University of Kentucky; November 1981; (Co-investigator), \$5,000.
12. Obese Rat Model: Physiologic/Pharmacokinetic Implications; Kircher Fund; January 1982; (Co-investigator), \$5,000.
13. Obese Rat Model: Physiologic/Pharmacokinetics Implications; Incentive Award, University of Kentucky; February 1982; (Principal investigator), \$1,000.
14. Hibernation Induction Trigger: Physiologic Effects in the Rat; UKRF, University of Kentucky; November 1982; (Principal investigator), \$2,538.
15. Chemical and Physiological Characterization of a Hibernation Induction Trigger; BRSG (College of Medicine), University of Kentucky; February 1983; (Co-investigator), \$2,000.
16. Tobramycin Bioequivalence in the Eye; Alcon Laboratories; October 1983; (Co-investigator), \$6,000.
17. Estrogen Disposition in Obesity-A Link to Cancer; UKMC; October 1984; (Co-investigator), \$5,500.
18. Formation and Inactivation of Highly Reactive Intermediate Metabolites in Obesity; UKMC; October 1984; (Principal investigator), \$4,500.
19. Estrogen Disposition in Obesity-A Link to Cancer; UKMC Major Research Equipment; November 1984; (Co-investigator), \$8,500.
20. Dose-Bioavailability Relationship of PN200-110 in Healthy Male Volunteers; Sandoz Pharmaceuticals; November 1984; (Co-investigator), \$31,589.50.
21. Bioavailability and Pharmacokinetic Evaluation of Neptazane Tablets; Lederle Laboratories; October 1984; (Co-investigator), \$75,110.
22. Bioavailability Study of BW825C, Burroughs Wellcome; April 1985; (Co-investigator), \$49,364.

23. Evaluation of the Bioavailability of Two Strengths of PN200-110; Sandoz Pharmaceuticals; April 1985; (Co-investigator), \$52,535.
24. Levothyroxine Bioavailability: In Vivo Comparison, Flint Laboratories; November 1984; (Principal investigator), \$62,829.
25. The Effects of Renal Function on the Disposition of PN200-110, Sandoz Pharmaceuticals, April 1985; (Principal investigator), \$93,528.
26. The Effects of Liver Cirrhosis on the Disposition of Flurbiprofen, The Upjohn Co., April 1985; (Principal investigator), \$40,000.
27. The Disposition of RO10-9359 and RO10-1670 in an Obese Rodent Model; Hoffmann-LaRoche; September 1985; (Co-investigator), \$16,000.
28. Protein Binding of the Aldose Reductase Inhibitor AL1576; Alcon Pharmaceuticals; June 1985; (Co-investigator), \$13,800.
29. Extended Multiple-Dose Safety and Pharmacokinetic Study of BW207U and Placebo in Normal Male Volunteers; Burroughs Wellcome; August 1985; (Co-investigator), \$126,514.
30. A Pilot ViskinR Elan 7 Capsule Bioavailability Study in Fasted and Non-Fasted Healthy Male Volunteers; Sandoz Pharmaceuticals; April 1986; (Co-investigator), \$40,615.
31. Dextromethorphan-Mephenytoin: Influence of Co-Administration on Patient Phenotyping; Bristol Laboratories; April 1986; (Co-investigator), \$12,500.
32. Influence of Oxidative Phenotype on Midazolam Disposition; Hoffmann LaRoche; June 1986; (Co-investigator), \$20,010.
33. Population Screening for Deficiencies in Oxidative Drug Metabolism; UKMC; October 1986; (Co-investigator), \$6,000.
34. The Influence of Aging on the Stereoselective Disposition of Model Racemic Drugs; UKMC; October 1986; (Principal investigator), \$6,743.
35. Protocol to Evaluate the Bioavailability of Two Dosage Forms of TI211-950 Relative to a Reference Solution in Healthy Male Volunteers; Sandoz Pharmaceuticals; September 1986; (Co-investigator), \$77,000.
36. Evaluation of a Computer Software System for the Prediction of Serum Digoxin, Quinidine, Theophylline, and Aminoglycoside; Abbott Diagnostics; October 1986; (Principal investigator), \$8,000.
37. Population Screening for Deficiencies in Oxidative Drug Metabolism; Bristol Laboratories; October 1986; (Co-principal investigator), \$22,540.
38. A Bioequivalence and Safety Study of Vancomycin in Normal Adult Male Volunteers; Lyphomed Labs.; May 1987; (Co-investigator), \$47,822.
39. Response of Cardiac Beta Receptors to Propranolol Stereoisomers in the Elderly; BRSG; May 1987; (Principal investigator), \$5,000.

40. The Single Dose Pharmacokinetics of Nefazodone in Extensive and Poor Metabolizer of Dextromethophan; Bristol Laboratories; September 1987; (Principal investigator); \$33,833.
41. Pulmonary Function in Elderly: Response to Theophylline Brochodilation; UKMC; October 1987; (Co-investigator), \$5,000.
42. Age and Verapamil Stereoselective Disposition; Sandoz Foundation for Gerontological Research; November 1987; (Co-investigator), \$25,720.
43. Absolute Bioavailability and Disposition of Fleroxacin in Healthy Subjects and Patients with Liver Cirrhosis; Hoffmann-LaRoche; July 1988; (Principal investigator), \$102,000.
44. The Effect of Antacids on the Absorption of Lomefloxacin; G.D. Searle and Co.; October 1988; (Co-investigator), \$65,000.
45. Age and Propranolol Enantiomeric Kinetics and Dynamics; UKMC Major Equipment Grant; January 1989; (Principal investigator), \$13,965.
46. Evaluation of the Plasma Protein Binding of U-74006F; The Upjohn Co.; March 1989; (Co-investigator), \$49,611.
47. Neonatal Phenobarbital Imprinting in Humans: Effect on the Cytochrome P-450 System; BRSG; May 1989; (Principal investigator), \$5,000.
48. A Bioavailability Study of ANSAID (Upjohn) vs. Apo-Flurbiprofen (Apotex) in Normal Adult Male Volunteers; PTRL(Apotex); August 1989; (Co-investigator), \$39,878.
49. The Effect of Renal and Liver Disease on the Serum Protein Binding of Flurbiprofen (Prospective); The Upjohn Co.; January 1990; (Principal investigator), \$35,650.
50. The Effect of Renal and Liver Disease on the Serum Protein Binding of Flurbiprofen (Retrospective); The Upjohn Co.; June 1990; (Principal investigator), \$20,125.
51. The Effect of Obesity on the Disposition of Fleroxacin; F. Hoffmann LaRoche; July 1990; (Principal investigator), \$38,525.
52. Hydrolysis of Cefetamet Pivoxil in Gastric Juices; F. Hoffmann-LaRoche; July 1990; (Principal investigator), \$20,700.
53. Age and Stereoselective Kinetics/Dynamics of Terbutaline; Astra Clinical Pharmacy Research Award; July 1990; (Co-investigator), \$7500.
54. Regulation of Drug Metabolizing Enzymes: Use of Immunoblotting Techniques; UKMC Research Fund: December 1990; (Co-investigator), \$20,000.
55. Major Equipment Grant: Beckman Optima XL-90 Ultracentrifuge Plus Rotors; UKMC Research Fund: April 1990; (Co-investigator), \$71,100.
56. Major Equipment Grant: Packard 1900 TR Liquid Scintillation Analyzer; UKMC Research Fund; February 1992; (Co-Investigator), \$19,208.
57. Major Equipment Grant: Shimadzu UV160 UV-Visible Recording Spectrophotometer with Super Micro Cell Holder; UKMC Research Fund; February 1992; (Co-Investigator), \$8,845.

58. Major Equipment Grant: Tissue Culture Laboratory Equipment; UKMC Research Fund; February 1992; (Co-Investigator), \$8,726.
59. The Effect of Cl284,846 on the Hepatic Cytochrome P-450 Mixed Function Oxidase System; American Cyanamid Co.; July 1992; (Principal Investigator), \$29,336.
60. Mechanistic Toxicity Study of Geriatric I. Cl275,838 for Three Months in Rats and Mice; American Cyanamid Co.; October 1992; (Principal Investigator), \$45,478.40.
61. Upper Aerodigestive Tract CA: Role of Cytochrome P450, UKMC Research Fund; April 1993; (Principal Investigator), \$12,000.00.
62. Mephenytoin Phenotyping Assay; Wyeth-Ayerst Clinical Pharmacology Laboratories; January 1994; (Principal Investigator), \$7,174.40.
63. Pharmacokinetics of venlafaxine in Extensive and Poor Metabolizers of Dextromethorphan; Wyeth-Ayerst Labs.; May 1994; Principal Investigator), \$144,888.
64. Determination of Extensive or Poor Metabolism Status through Phenotyping with Dextromethorphan and Mephenytoin; Wyeth-Ayerst Clinical Pharmacology Laboratory; September 1994; (Principal Investigator) \$16,807.
65. Mechanism of Chloroquine Induced Retinopathy; Pfizer Inc.; February 1999-April 2001; (Principal Investigator, 5% Effort), \$120,130 (Total); \$82,000 (direct).
66. NFkB Decoy DNA: Formulation and Liver Targeting; UKMC; July 2000-June 2001; (Principal Investigator, 5% Effort). \$15,000.
67. Research Training in Environmental Toxicology; NIHEH (T32-ES07266-02); July 2000-June 2005; (Co-investigator, 5% effort), \$704,392.
68. Alcohol-Induced Hepatic P450 in HCV/HIV Oxidative Injury, NIH (R01-AA012852-02); October 2000-September 2004; Co-Investigator, 5% effort), \$982,590 (Total); \$700,000 (Direct).
69. Career Training in Therapeutics & Translational Research; NIH (K30-HL04163-02); October 2000-September 2005; (Co-Principal Investigator, 25% effort), \$1,000,000 (Direct).
70. Nanoplate Engineering of Cell-Specific Nanoparticle, NIH R21/R33 Phased Innovation Award (R21-EB00531-01); July 2002-June 2004; (Co-Investigator, 5% Effort), \$300,864 (Total); R21/R33 Project Period, July 2002-June 2007; Co-investigator, 5%), \$1,919,393 (Total).

Foundation Grants:

1. Altered Estrogen Metabolism in Obesity: A Link to Cancer, The Weight Watchers Foundation, Inc., March 1985; (Co-investigator), \$10,541.
2. The Influence of Aging on the Stereoselective Disposition of Model Racemic Drugs; American Society of Hospital Pharmacists Research and Education Foundation; July 1986; (Principal investigator; Fellowship preceptor for Mary H. H. Chandler), \$18,000.
3. Influence of Rifampin on Age-Related Stereoselective Metabolism of Hexobarbital; UKMC; October 1987; (Principal investigator), \$6,178.

4. The Influence of Aging and Enzyme Induction with Rifampin on the Stereoselective Disposition of Hexobarbital; American Society of Hospital Pharmacists Research and Education Foundation; July 1988; (Principal investigator; Fellowship preceptor for Deborah A. Smith), \$18,000.
5. Terbutaline and the Effects of Age on Beta-2 Adrenoceptor Sensitivity; American Lung Association of Kentucky; March 1989; (Co-investigator), \$17,469.
6. The Effect of Endotoxin and Sepsis on Hepatic Drug Metabolism; American College of Clinical Pharmacy; July 1992; (Principal Investigator; Fellowship preceptor for Beth Israel); \$19,500.
7. The Effect of Head Trauma/Acute Phase Response on Brain and Liver Cytochrome P450 Enzymes (BB-9502-K3); February 1996-December 1999; (Principal Investigator); Kentucky Spinal Cord and Head Injury Research Board; \$231,897.
8. CYP2E1 Activity and Transcription Binding in Humans; American College of Clinical Pharmacy; July 1999-Dec 2000; (Principal Investigator, 10%), \$10,000 (Direct).

Government Grants:

1. Age and Cardiovascular Drug Stereoselective Disposition; NIA (R01 AG07478); July 1988-June 1991; (Co-investigator, 10% effort), \$420,612.
2. Enzyme Induction Defect: Implications for Toxicity; NIH (R01 GM42058); January 1990-December 1992; (Principal investigator, 25% effort); Total Award for Year 1 \$157,395.
3. Effects of Cytokines on Hepatic Drug Metabolism; VA Program Project Grant; October 1989-September 1992; (Co-investigator, 5% effort), \$237,400.
4. Research Training in Environmental Toxicology; NIHEH (ES07266); July 1990-June 1995; (Co-investigator, 5% effort), \$978,112.
5. Xenobiotic Transfer into Milk-Diffusional Model; NIH; December 1991-November 1995; (Co-investigator, 5% effort), Total Award for Year 1 \$184,745.
6. Effects of Cytokine on Hepatic Drug Metabolism; VA Program Project Grant; October 1992-September 1994; (Co-investigator, 5%), \$269,700.
7. Effects of Cytokines on Hepatic Drug Metabolism; VA Program Project Grant; October 1996-September 2000; (Co-investigator, 5% effort), \$304,400.
8. Mechanisms of Brain Injury and its Systemic Sequelae; NIH Program Project Grant 5PO1-NS31220; April 1994-March 1999; (Co-Investigator, 10%), \$3,750,000 (Total Project); Approx. \$110,000/yr (Altered Hepatic Metabolism following Head Injury).
9. Research Training in Environmental Toxicology; NIHEH (T32-ES07266); July 1995-June 2000; (Co-investigator, 5% effort), \$704,392.
10. North Carolina Translational & Clinical Sciences Institute (NCTRACS): NIH (1UL1TR001111-01); October 2013-September 2018; (Co-investigator, 5% effort; PI - Dr. Marschall Runge), \$5,650,505.



THE UNIVERSITY
of NORTH CAROLINA
at CHAPEL HILL

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May 6, 2021

Florida State University Presidential Search Committee
c/o Mr. Will Gates,
Storbeck/Pimentel & Associates

ROBERT A. BLOUIN, PharmD
Executive Vice Chancellor and Provost
Bryson Distinguished Professor
provost@unc.edu

Subject: Robert A. Blouin's Letter of Interest for the position of President, Florida State University

Dear Mr. Gates:

Thank you for this opportunity. It is with great pleasure that I submit for your consideration my credentials for the position of President of Florida State University. These are extraordinary times for higher education and society itself. The global pandemic has affected every aspect of our lives and the impact on our universities will be felt for years to come. The challenge of dealing with the health ramifications of the pandemic is further magnified by political unrest, growing racial tensions and economic pressures facing our nation, our communities and our institutions. I would like to take this opportunity to share my thoughts on higher education leadership as well as provide you with a summary of my strengths, accomplishments and experiences. I believe that I possess the strategic vision and leadership capabilities necessary to lead Florida State University during this unique period in higher education and into the future.

I currently serve as Executive Vice Chancellor and Provost at the University of North Carolina at Chapel Hill. I report to the chancellor as chief academic officer and chief operating officer of the University. Prior to assuming my current position, which I have held for nearly four years, I was the Dean of the UNC Eshelman School of Pharmacy and Executive Director of the Eshelman Institute for Innovation. Under my leadership, the Eshelman School became an internationally recognized leader in pharmacy practice, education and research, ranked No. 1 in the nation by U.S. News & World Report. I also oversaw an increase by school faculty in growing the school's research portfolio from \$2 million in 2002 to \$36 million in 2016, ranking second among the nation's pharmacy schools. Before coming to Carolina, I was a tenured faculty member and the Associate Dean for Research and Graduation Education and Director of Economic Development at the University of Kentucky.

As Executive Vice Chancellor and Provost and Chief Academic Officer, I oversee all fourteen of the University's schools and colleges and the university libraries as well as the offices of the Vice Chancellor for Human Resources and Equal Opportunity and Compliance, Vice Chancellor for Information Technology and Chief Information Officer, Vice Chancellor for Innovation, Entrepreneurship and Economic Development, Vice Chancellor for Student Affairs, and Vice Chancellor for Research. In addition, I oversee programs within the Office of the Executive Vice Chancellor and Provost including the Office for Institutional Research and Assessment, Office for Interprofessional Education and Practice, Office for Operational Excellence, Office for Academic and Community Engagement, Office for Enrollment and Undergraduate Admissions, Office for Digital and Lifelong Learning, Office for UNC Global Affairs, Office of Diversity and Inclusion, Office for Academic Support for Student Athletes, the Academic Personnel Office and the Academic Finance Office.

It has been my honor, first as a dean and then as provost, to contribute to the University's continued success. I work closely with our chancellor to lead critically important pan-university initiatives and ensure successful delivery of our campus operations. The University of North Carolina at Chapel Hill has a \$3.6B budget, \$3.5B endowment, and \$1.2B in research expenditures and is currently ranked fifth nationally in federal grants and contracts awarded. Carolina enjoys outstanding national rankings, including several high-ranking schools and programs, including US News & World Report first in School of Medicine primary care programs, first in Schools of Pharmacy, second in Schools of Public Health and fifth best public university. UNC-Chapel Hill is ranked 9th best public university in Forbes' "America's Top Colleges rankings" and first among 100 public universities that offer students high-quality academics at an affordable price in Kiplinger's Personal Finance Magazine.

We also have seen our fair share of challenges, including academic, athletic and Title IX scandals, the controversial removal of the confederate monument Silent Sam from our campus, the UNC System Office's \$2.5M payment to the Sons of the Veterans of the Confederacy and the outrage it triggered from our community, the amplification of race related tensions in the aftermath of the George Floyd murder, and living and working in the COVID-19 pandemic and managing the financial consequences it has caused our university, students, and their families.

Despite these challenges, we have stayed focused on our mission and I am proud of the work that we have accomplished, including:

- Development and implementation of the University's first strategic plan: *Carolina Next: Innovation for Public Good*
- Re-imagining the Office of the Vice Provost for Equity and Inclusion and Chief Diversity Officer
- Re-engineering UNC Global
- Creation and implementation of the Office for Operational Excellence
- Creation and implementation of the Office of Digital and Lifelong Learning
- Re-evaluation of Summer School and its role in supporting student progress
- Engagement and development of a number of strategic public partnerships, including Deerfield, 2U, READDI, and Grubb Properties
- Planning for a new college of data science
- Leading critical campus initiatives including Whole Community Health, Executive Committee on Student Athlete Academics and Educational Benefits of Diversity
- Creation and development of the campus COVID-19 Roadmap Implementation Plan

During my tenure as Dean, the UNC Eshelman School of Pharmacy experienced unprecedented growth in its research and education programs, placing it among the top academic pharmacy programs in the world. During this period, the School was ranked:

- #1 by US News & World Report rankings of US Pharmacy Schools
- #1 by TFE Times rankings of US Pharmacy Schools
- #2 by US News & World Report rankings of Global Universities under the subject area of Pharmacology and Toxicology
- #10 by QS World University Rankings under the subject area of Pharmacy and Pharmacology programs

Under my leadership, the School saw a significant increase in professional student growth, tenured faculty positions, graduate student population, endowment, and federal research funding, predominantly from NIH. This research growth enabled the School to assume the leading position at the University of North Carolina at Chapel Hill in intellectual property disclosures and the

creation of faculty spin-off companies. The School quadrupled its research-intensive space with the partial renovation of a 75,000 square foot facility, the construction of a new \$140M (self-liquidating) research facility in partnership with the UNC School of Medicine, and construction of a \$243M (state supported) research building in collaboration with the UNC School of Medicine. Consequently, the School expanded its footprint during that time period from 75,000 to 300,000 GSF.

The Eshelman School launched several new program and education initiatives during this period that received considerable local, regional, national, and international attention. Committed to our mission to serve the public, we opened a branch campus at the University of North Carolina Asheville, a baccalaureate school in the UNC System that serves the needs of western North Carolina. Utilizing state of the art synchronous and asynchronous technologies and partnering with UNC-CH, UNC Asheville, Mountain Area Health Education Center, Mission Hospital (now HCA), and the city of Asheville and Buncombe County local governments, this innovative pharmacy program led to numerous advances in the scholarship of teaching and learning. The continuous evolution of pedagogical strategies and tools to support our programs were enriched in part by two \$1M private gifts that led to the Eshelman School's Educational Renaissance program. This major new initiative transformed our professional, PharmD curriculum. It has received critical acclaim throughout the pharmacy academic community and has been viewed as an exemplary education model on the UNC-CH campus and beyond.

During my time as dean, I honed my ability to envision big, bold ideas and communicate a clear strategy to prospective donors, legislators, and other supporters in order to achieve that vision. In addition to the expansive renovations and creation of new buildings that I oversaw, three new major research centers were established under my leadership, as well. I am quite proud of the fundraising and development efforts that led to the successful creation of these School based centers, which were designed to be highly interdisciplinary and collaborative and transcended department, school and institution affiliations. First, the Center for Integrative Chemical Biology and Drug Discovery was developed with extensive collaborations with the UNC Lineberger Comprehensive Cancer Center, the Department of Pharmacology, the Center for Genetics, and the Department of Chemistry. This academic drug discovery center has been extraordinarily successful in supporting the development of a drug discovery pipeline within the University. Second, the Center for Nanotechnology in Drug Delivery was formed as part of an interdisciplinary campus efforts including collaborations with the UNC Lineberger Comprehensive Cancer Center and the Department of Chemistry. Finally, the creation of the Center for Pharmacogenomics and Individualized Therapy introduced the campus to the importance of genetic variation in the treatment of patients. These research centers were the beneficiary of a major gift to the School (\$9M) from a private donor with a \$9M match from the University Cancer Research Fund. This \$18M resource was used to accelerate the national and international competitiveness and reputations of these programs.

One of the most impactful projects that I led during my time as dean was the creation of a strategic global alliance with elite programs from the University College of London, London England and Monash University, Melbourne, Australia. This partnership, coined PharmAlliance, recently celebrated its five-year anniversary and has been hailed as a global partnership model for the University of North Carolina at Chapel Hill and the pharmacy academy. This unique partnership enabled our respective schools to share best practices in education, research, and patient care as well as leverage the unique research strengths of each program in order to enhance the collective competitiveness of the consortium.

One of the highlights of my time as dean was the conceptualization and implementation of the Eshelman Institute for Innovation. The Institute was established to accelerate the creation and development of risky ideas leading to discoveries and high impact changes in education, research and health care. On December 3, 2014, the University of North Carolina at Chapel Hill announced a **\$100 million** commitment from Dr. Fred Eshelman, the largest gift from an individual in the history of the University, to create the Eshelman Institute for Innovation.

Prior to my arrival at the University of North Carolina, I developed my teaching, research, and administrative skills as a faculty member and administrator at the University of Kentucky. This experience prepared me well for the opportunities and challenges that I faced as a leader at the University of North Carolina at Chapel Hill.

Throughout my career as a faculty member at the University of Kentucky, I was actively engaged in professional and graduate education, research and scholarship within the field of pharmacokinetics and drug metabolism and led a national discussion on the issues of clinical and translational training, particularly at the graduate level. As the recipient of eight student teaching awards, a mentor of fifteen PhD graduate students, author or co-author of over 120 publications and book chapters, and presenter or invited speaker at nearly 200 professional or scientific meetings, I believe that I have an excellent appreciation of the challenges and opportunities facing today's faculty and students. In addition, my research program was consistently funded throughout my academic career from federal, state, industry, and foundation grants and contracts. Following my departure from the University of Kentucky, the University of Kentucky College of Pharmacy bestowed upon me the honor of naming an annual teaching award on my behalf entitled, "The Robert A. Blouin Excellence in Pharmaceutical Graduate Education Award." This award is given annually to a UK Department of Pharmaceutical Sciences faculty member who demonstrates excellence in the classroom.

While at the University of Kentucky, I served as Associate Dean for Research and Graduate Education and Executive Director of the Office for Economic Development and Innovations Management. This position reported directly to the Dean of the College of Pharmacy and served as the primary College interface with the Vice President for Research (University of Kentucky) and Associate Vice President for Research and Graduate Studies (A.B. Chandler Medical Center). During this period, the College made significant progress in securing competitive research funding, nearly tripling its grant and contract portfolio from federal and industrial sponsors. The College was the first in the country to launch a graduate program in the clinical pharmaceutical sciences. In addition, the College emerged as a campus leader in the creation of intellectual property and company spin-offs. The Office of the New Economy (direct report to the Governor of the Commonwealth of Kentucky) worked very closely with the College and supported the development and construction of the Center for Pharmaceutical Science and Technology. This facility became a cornerstone in the University of Kentucky's Coldstream Research Campus.

During my various administrative experiences, I have had numerous opportunities to work closely with state and federal political delegations and various constituency groups including the UNC Board of Governors, UNC Board of Trustees, UNC Board of Visitors, UNC Eshelman School of Pharmacy Board of Visitors, alumni, donors, faculty and staff, as well as students. These collaborations include advocacy for science programs, physical facilities, educational innovations, as well as health care reform. The outcomes have included the support of an academic drug discovery center, construction of the new Image Research Building, creation of the University Cancer Research Fund, and a House Bill amendment to support Medication Therapy Management within the original Affordable Care Act. I count among my greatest accomplishments my ability to

bridge pan campus and multi campus initiatives and a communication style that has been effective and impactful in garnering strong support for strategic vision and priorities.

In summary, throughout my career as a faculty member, administrator and leader in higher education, it's my profound belief that alumni owe much of their personal and professional success in life to the time they spent at their University. This translates into incredible loyalty to the institution they love and support; intellectually, politically, emotionally and financially. Florida State University faculty, staff, students, families and alumni hold the keys to the successful achievement of our institutional goals. As a great public institution, Florida State University possess a critical mass of great colleges, schools and departments, world class scholars, teachers and researchers, and passionate, eager students. I believe that the role of the university and its President is to create an environment for every member of the university community to be successful. My role as leader is to communicate support the collective vision and mission of our university and the people of the state that we serve. Bringing the expectation and commitment to excellence down to each and every faculty, staff, and student within an academic unit enables one to see how they (individually) can create or be part of creating and sustaining something special.

Florida State University has made incredible progress over the past seven years under the leadership of President John Thrasher. I would build upon that tremendous success and the momentum created during this period and further elevate the education, research, and economic impact opportunities of your great university. During these challenging times, it is more important than ever for universities to lead into the future – where education is accessible and valued; where health care is affordable and of the highest quality; and where discovery and research lead to new jobs and economic opportunities. My collective leadership experiences and accomplishments have prepared me well for the opportunities and challenges associated with this auspicious position and it would be the honor of my lifetime to serve as Florida State's next president. If we plan carefully and think strategically, we can exploit challenges to our great advantage - as it is during these times that we make our greatest advances.

I hope to share with you my vision for Florida State University as well as my strategy for further elevating its regional and national reputation. As President, I believe that I would lead this great university to unprecedented success and address the many critical issues facing the citizens of the state of Florida and beyond. Thank you again for the opportunity, I look forward to hearing from you soon.

Sincerely,



Robert A. Blouin, PharmD
Executive Vice Chancellor and Provost
Bryson Distinguished Professor

Frank T. Brogan
franktbrogan@gmail.com
717.884.3677

PROFESSIONAL EXPERIENCE

2018-2021 **U.S. ASSISTANT SECRETARY OF EDUCATION**
Elementary and Secondary Education
United States Department of Education

2013-2017 **CHANCELLOR**
Pennsylvania's State System of Higher Education

2009-2013 **CHANCELLOR**
State University System of Florida

2003-09 **PRESIDENT**
Florida Atlantic University, Boca Raton, Florida

1999-03 **LIEUTENANT GOVERNOR**
State of Florida

1995-99 **COMMISSIONER OF EDUCATION**
State of Florida

1988-95 **SUPERINTENDENT**
Martin County Public Schools, Florida

1986-88 **PRINCIPAL**
Murray Middle School, Martin County, Florida

1984-86 **ASSISTANT PRINCIPAL**
Murray Middle School, Martin County, Florida

1983-84 **DEAN OF STUDENTS**
Indiantown Middle School, Martin County, Florida

1978-83 **TEACHER**
Port Salerno Elementary School, Martin County, Florida

1976-78 **CORPORATE INSURANCE AGENT**
L.M. Reid, Inc., Fort Lauderdale, Florida

EDUCATION/CERTIFICATIONS

- 1998-03 **FLORIDA PROFESSIONAL EDUCATOR’S CERTIFICATE**
Florida Department of Education
- 1981 **FLORIDA ATLANTIC UNIVERSITY**
Boca Raton, Florida
Master of Education in Administration/Supervision
- 1976 **UNIVERSITY OF CINCINNATI**
Cincinnati, Ohio
Bachelor of Science in Education
Magna cum laude

SUMMARY OF PROFESSIONAL ACCOMPLISHMENTS

ASSISTANT SECRETARY OF EDUCATION FOR ELEMENTARY AND SECONDARY EDUCATION - U.S. DEPARTMENT OF EDUCATION (2018-2021):

- Nominated by the President of the United States (Dec. 2017); began tenure with the U.S. Department of Education as Acting Assistant Secretary for the Office of Planning, Evaluation, and Planning Development; added role as Acting Assistant Secretary of Postsecondary Education
- Confirmed by the U.S. Senate as U.S. Assistant Secretary of Education for Elementary and Secondary Education (June 2018); responsible for the supervision of the Office of Elementary and Secondary Education (OESE) with a staff of 250+; lead all K12 efforts on behalf of the department in coordination with the White House, U.S. Congress, and appropriate federal agencies
- Responsible for distribution and accountability of the second round of \$54 billion in COVID relief funding to K-12 education
- Responsible for OESE reorganization within the U.S. Department of Education – reducing staff and creating a greater emphasis toward service
- Oversaw all K12 activities in accordance with the Every Student Succeeds Act passed by Congress and signed into law by the President of the United States (December 2015) affecting 50 million students in 130,000 schools nationally
- Co-chaired the department’s effort to develop and oversee a distribution and accountability system for \$30 billion in funds for K12, higher education, HBCUs, and governors’ funds related to the CARES Act

passed by Congress and signed into law by the President of the United States (March 2020)

- Developed and implemented an unprecedented waiver and flexibility process for all K12 institutions to provide regulatory relief in response to the COVID-19 pandemic
- Oversaw the processing of grants totaling more than \$23 billion per year nationally
- Supported the U.S. Secretary of Education on the Whitehouse Taskforce on Human Trafficking
- Served on the Committee on Diversity and Inclusion in the U.S. Department of education
- Created the Disaster Recovery Unity that handles the distribution of Congressional funds to assist schools and school districts across the nation impacted by natural disasters
- Collaborated with leaders from K12 institutions, vocational/technical schools, community colleges, state colleges, and universities across the nation and work closely with the Office of Postsecondary Education; the Office of Career, Technical, and Adult Education; the Office of English Language Acquisition; and the Office of Special Education Programs

CHANCELLOR - PENNSYLVANIA'S STATE SYSTEM OF HIGHER EDUCATION (2013-2017):

Enhanced student-centeredness:

- Promoted student affordability by securing increased public investment in the State System, resulting in the first increase in state funding in seven years
- Launched a System-wide, top-to-bottom review of the organizational and operational aspects of the System's 14 universities and the Office of the Chancellor, which laid the foundation for a multi-year system redesign that is now underway
- Launched a unit with the Chancellor's Office that implemented a system-wide supply/demand gap analysis program to assist the universities in aligning their academic program array with the needs of students, the region, and the Commonwealth
- Implemented a general education policy that reaffirms the significance and value of general education by focusing on essential student learning outcomes that ensure students acquire and demonstrate a variety of essential skills, including oral and written communication; scientific and

quantitative reasoning; critical analysis and reasoning; technological competency; information literacy; intercultural knowledge and competency; and values, ethics, and diverse perspectives

- Implemented a system-wide protection of minors policy that requires all employees to obtain criminal background checks and to receive training regarding how to detect and report suspected abuse of minors

Enhanced flexibility:

- Instituted local pricing flexibility pilot programs that allows universities to respond to their local market demands while maintaining affordability
- Increased online learning opportunities for students to 120 fully online degree programs, concentrations, certificates, or minors now being offered
- Eliminated outdated or burdensome regulations and instituted new policies to encourage local flexibility and enhance shared governance – allowing local universities to approve new minors, certificates and letters of completion

Enhanced collaboration, accountability, and transparency:

- Enhanced system-wide accountability by instituting multi-year action plans that outline each institutions' goals and aspirations, strategic priorities, challenges, and opportunities – enabling the university leadership, Trustees, and the Board of Governors to collaboratively understand the future direction of the institution
- Enhanced system-wide transparency by instituting university financial risk dashboards that provide Board members, Trustees, and university leaders with easy-to-use data regarding institutional financial health and financial stability
- Increased the use of shared services across and among the universities in order to leverage the scale of the State System in procurement and delivery of goods and services
- Increased efficiency within the Office of the Chancellor by reducing the number of vice chancellors from five to two and reinvesting in front-line resources that better serve the universities
- Created a public affairs unit within the Office of the Chancellor to collaboratively organize advocacy and communication efforts across all 14 universities, including the launch of a statewide weekly public affairs television program featuring stories about the universities and important higher education issues

- Updated the presidential search process to ensure greater involvement at the local level
- Organized the first-ever meeting of the presidents and provosts from all 14 State System universities and 14 community colleges to create a roadmap for greater collaboration and articulation, including the creation of a statewide reverse transfer agreement

CHANCELLOR - STATE UNIVERSITY SYSTEM OF FLORIDA (2009-2013):

- Restored the Board's relationship with the Legislature and settled a lawsuit over the question of governance and tuition setting authority
- Signed a landmark governance agreement that outlines the shared responsibility for tuition setting and affirms the Board's constitutional authority to set policy for and provide oversight of the System
- Launched a new strategic plan that includes 39 distinct metrics with benchmarks to be achieved across the System by the year 2025; as of 2021 Florida is #1 in the *U.S. News and World Report* rankings for higher education.
- Implemented a nationally recognized accountability framework comprised of the new strategic plan, annual accountability report, and multi-year university work plans that provide a road map for how each will pursue its unique mission in support of institutional and System goals; the framework provided a data foundation for university preeminence designations in Florida
- Achieved system-wide increases and record high attainment in academic standards, national rankings, and research – securing the System's place as a national leader in areas such as graduation rates, minority student success, and research funding
- Increased system-wide enrollment by 7% (to 335,000) while increasing degrees awarded annually by 12% (to 80,000)
- Improved system-wide six-year graduation rates to 66%, ranking Florida in the top ten nationally among large university systems
- Increased research funding beyond \$1.7 billion, ranking Florida #5 nationally
- Implemented regulations and procedures that require universities to coordinate and communicate with each other and the Board regarding the planning of new degree programs and educational sites

- Implemented a system-wide peer review process in which the council of university provosts evaluate viability of all proposed degree programs prior to a university taking action to approve implementation
- Developed a performance funding model that utilizes key metrics from the strategic plan to reward universities for excellence and for improved performance in areas that foster the unique mission of the institution and advance the System's goals for improved quality, accessibility, and accountability
- Secured funding and approval for the nation's first fully online institute operated by a public research university, which provides online degree programs at a reduced cost and serves as the System's base of research for innovation and excellence in online learning; created a task force to look at how to achieve greater quality and efficiency in online degrees offered at all institutions in the state
- Developed a system-wide methodology for universities to determine cost-per-degree, allowing for better transparency and fiscal planning
- Merged separate library support organizations operated by the University System and college system into one, cohesive entity
- Addressed System and societal challenges with important task forces on issues such as the 2010 oil spill, university facilities funding, and statewide academic library automation
- Launched a national search for a senior advisor to guide the creation of the System's first ever strategic plan for STEM and health initiatives
- Enhanced Board office operations by focusing staff resources to ensure System accountability, advance strategic goals, and communicate a clear vision to all constituents
- Improved intersystem relationships with an orientation program for new trustees, ongoing trustee development opportunities, reconstituted presidents' council, and unprecedented system-wide coordination of legislative and public affairs efforts

PRESIDENT - FLORIDA ATLANTIC UNIVERSITY (2003-09):

- Elevated academic standards, resulting in stricter admissions criteria, higher retention rates, and improved time-to-degree
- Increased focus on research; FAU granted "High Research Activity" status by the Carnegie Foundation for the Advancement of Teaching

- Established a four-year medical education program
- Established positions for Dean of the Graduate School and Dean of Undergraduate Studies to enhance support for student success
- Opened the Scripps Research Institute's Florida facility on FAU's campus to foster development of the biotech research sector in South Florida
- Partnered with the Max Planck Society to establish its first U.S. research center on FAU's Jupiter campus
- Presided over the largest expansion of facilities in FAU's history, with more than \$250 million in construction projects
- Raised more than \$120 million through philanthropy and matching grants
- Secured more than \$80 million to fully acquire the Harbor Branch Oceanographic Institute and accomplish merger with FAU
- Significantly enhanced campus life to promote student success; doubled on-campus student housing capacity
- Raised the university's national profile through major events such as hosting a 2008 presidential primary debate and participating in back-to-back bowl games
- Reinvented the FAU Henderson Lab School, which now is nationally recognized
- Reorganized the FAU Athletics Department for greater financial accountability; put in place mechanisms to provide dramatic additions to the athletic facilities including the ultimate addition of a state-of-the-art football stadium; moved football to D1

OTHER MAJOR ACCOMPLISHMENTS:

- Assisted with the development and implementation of Florida's A+ Education Reform Initiative (1995-02)
- Promoted the Governor's Mentoring Initiative (1999-03)
- Served as the Legislative Liaison for Florida Governor Jeb Bush (1999-03)
- Developed the first-ever process to identify and improve low-performing public schools throughout Florida (1995)

- Streamlined and reorganized the Florida Department of Education (1995-98)
- Raised standards and expectations for K-12 learning (1996)
- Led effort to establish the Bright Futures Scholarship Program (1995-96)
- Spearheaded passage of a law to strengthen criminal background checks of all educators (1995-98)
- Spearheaded passage of legislative language that clarifies the authority of the teacher to discipline in the classroom, on the campus, and in school vehicles (1995-98)
- While Commissioner of Education, helped to create and gain passage of Florida's first charter school bill (1995-98)

NATIONAL INVOLVEMENT (PAST AND/OR PRESENT)

PRESIDENT AND FOUNDING MEMBER

- Education Leaders Council

MEMBER/PARTICIPANT

- American Association of Colleges and Universities (AACU)
- American Association of School Administrators
- American Council of Trustees and Alumni (ACTA)
- Association of Governing Boards (AGB)
- NCAA Board of Appeals
- NCAA Board of Directors and Executive Committee
- State Higher Education Executive Officers Association (SHEEO)
- Sun Belt Conference Executive Committee – President
- U.S. Interagency Council on Homelessness – Chair
- White House Task Force on Opioids

CONGRESSIONAL TESTIMONY

- Testified multiple times before U.S. Congress as Florida's Commissioner of Education, Florida's Lieutenant Governor, and U.S. Assistant Secretary of Education
- Congressional briefing on the 2010 Gulf of Mexico Oil Spill

SELECTED CIVIC & LEADERSHIP INVOLVEMENT (PAST/PRESENT)

PENNSYLVANIA:

- Chair, 2016 State Employee Combined Appeal
- Vice Chair, 2015 State Employee Combined Appeal
- Governor's Roundtable on Higher Education Affordability

FLORIDA:

- Chair, Florida "Classrooms First" Committee
- Chair, Florida Blueprint Commission on the Transformation of Juvenile Justice
- Chair, Florida Commission on the Homeless
- Chair, Florida Dialogue on Cancer
- Chair, Florida State Employees Charitable Campaign
- Chair, Florida Task Force on the Availability and Affordability of Long-Term Health Care
- Chair, Leon County Relay for Life
- Chair, March of Dimes
- Chair, Martin County Children's Services Council
- Chair, Martin County Task Force on Drug and Alcohol Abuse
- Chair, Susan G. Komen Race for the Cure Statewide Honorary Chair
- Boca Raton Chamber of Commerce Board of Directors
- Committee of Practitioners for Vocational Educators
- Community Foundation of Palm Beach and Martin Counties
- District IX HRS Restructuring Committee
- District XV Juvenile Justice Board
- Education Practices Commission
- Enterprise Florida Board of Directors
- Financial Task Force, Florida Board of Governors
- Florida Association of School Administrators
- Florida Association of School Superintendents
- Florida Board of Community Colleges
- Florida Board of Education
- Florida Board of Regents
- Florida Cancer Trials
- Florida Chamber of Commerce Education Advisory Committee
- Florida Council of 100
- Florida Education Foundation
- Florida Statewide Readiness Coalition
- Higher Education Coordinating Council
- Holocaust Documentation and Education Center
- HRS District XV Children's Services Council
- LeRoy Collins Institute
- Martin County Education Foundation, Founder
- Martin County Juvenile Justice Association
- Martin County United Way
- Orange Bowl Committee
- Quantum Foundation
- South Florida Consortium of School Boards
- Stuart/Martin County Chamber of Commerce
- Superintendent's Mentoring Program
- Workforce Development Board

SELECTED AWARDS & HONORARY DEGREES

- Barry University - Honorary Doctor of Laws
- Children's Home Society's Child Advocate of the Year Award
- Distinguished Alumnus, Moeller High School
- Distinguished Alumnus, University of Cincinnati
- Flagler College - Honorary Doctor of Laws
- Florida Association of Student Services Personnel Educator of the Year
- Florida Atlantic University Alumni Hall of Fame
- Florida Atlantic University - Honorary Doctor of Humane Letters
- Florida Commission on Human Relations Civil Rights Award in Education
- Florida Department of Education nominee for American Association of School Administrators Superintendent of the Year Award
- Florida School Board Association's Lifetime Achievement Award
- Florida Southern College - Honorary Doctor of Public Service
- Florida Student Association's Distinguished Service Award
- Independent Voices for Better Education's Excellence Award
- Jewish National Fund Tree of Life Award
- National Society of Collegiate Scholars at Florida Atlantic University
- National Tech Prep Awards from the United States Department of Education and the American Association of Community Colleges
- Northwood University - Honorary Doctor of Laws
- Nova Southeastern University - Honorary Doctor of Humane Letters
- South Florida Bible College - Honorary Doctor of Divinity
- South Florida Business Journal's Ultimate CEO Award
- Take Stock in Children's Champion of Children Award
- The U.S. Selective Service System's Honored Patriot Award

REFERENCES

- Available upon request

Frank T. Brogan
franktbrogan@gmail.com
717.884.3677

May 7, 2021

SP&A Executive Search
6512 Painter Avenue
Whittier, CA 90601
sent via email to: apsearch@spaexec.com

RE: Florida State University Presidential Search

Dear Mr. Pimentel and Chair Sasser:

Higher education is at a crossroads. Long before the global pandemic created turmoil on college campuses everywhere, the challenges facing public universities were real, complex, and mounting. If you doubt that, simply reflect on the 2019 survey conducted by APLU that revealed 1) state funding; 2) student health and mental wellness; 3) diversity and inclusion efforts; and 4) student affordability as the highest priorities in higher education nationwide. The pandemic only served to highlight those issues to an even greater degree.

Fortunately, Florida State University is in a remarkably good position to face these challenges head-on thanks to the hard work of students, faculty, staff, and leaders who have been intentional and mindful in their efforts to move the university forward, invest in areas that benefit students, and address those things that can so often derail a university from its mission. President Thrasher is to be lauded for leading the institution to a remarkable level of accomplishment during his tenure and yet – as he knows all too well – there is always more to do.

Having spent most of my career as an educator in Florida, I know how hard FSU has worked to raise its profile on the global stage, to enhance its academic and research portfolio, and – most important of all – do all of that while improving student outcomes across the board. I was proud to be

chancellor of the State University System of Florida when we launched the 2025 strategic plan that would help Florida's universities unleash their full potential – laying the metrics-based groundwork for the laws and policies that would lead to preeminence.

Achieving such standing as a preeminent, elite research university would have been an exercise in vanity if those efforts were not driven by the desire to create a better FSU for its students, for its future students, and for the whole State of Florida – knowing the important role FSU plays as a cultural and economic catalyst across the state. Working with all Florida State stakeholders, your next president must be able to navigate the competing pressures that will rise to the surface as the university undertakes its next major strategic plan update that, likewise, must be grounded by what is best for students – something I have done both at the university-level and system-level. In doing so, I have found that such an effort requires an ability to not only communicate but to connect with students, faculty, staff, alumni, donors, trustees, the Board of Governors, legislators and the Governor, the business community, and other stakeholders in order to co-create a shared vision for the future.

As a champion for public higher education, I know through personal experience and through data that education is the most reliable key to success for students. Higher education continues to be the most transformational opportunity in terms of social mobility – providing pathways into and through the middle class for so many. I lived this growing up in Cincinnati as one of six children whose father had passed away and whose mother worked day and night to help him get to college, ultimately becoming the first in our family to graduate from a university. Years later, I lived this while president of Florida Atlantic University, which continues to boast one of the most diverse student populations in the Sunshine State. I lived this in my role as chancellor of the university systems in both Florida and Pennsylvania.

Rather than fill this letter with a recitation of career milestones (you have my CV), I would rather use this space to share my thoughts about the future of FSU and to offer a challenge.

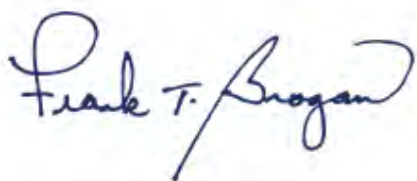
Because FSU has achieved so much across the spectrum – in the arts and humanities, in the sciences and other STEM fields, in the classroom, in the laboratory, and on the athletic field – it is in the enviable position to embrace its role as a national leader not only in those areas but as a model for how a preeminent public university can also be a place of transformation for students from all walks of life, all backgrounds.

Florida State is on a trajectory to be ranked as a top-ten public university, and I have no doubt that it can achieve such status. But, my challenge to the FSU community is this: in pursuing that goal, in reaching farther, in striving for more, we must always pressure test each action, each decision against a single question – *how will this help all students succeed?*

What better way to demonstrate *Vires, Artes, Mores* – Strength, Skill and Character – than to show the nation and the world that we are not only committed to reaching new heights as an institution but equally committed to excellence in teaching and learning, in seeking and sharing knowledge so that future generations of students can reach their own new heights. What an honor it would be to stand side by side with the amazing faculty, staff, students, alumni and all of the supporters of this world-class institution who believe that as great as has been the past of Florida State University, the future remains even brighter.

As you search for the next president of FSU, I would welcome the opportunity for a conversation regarding these thoughts and my vision for the university.

Sincerely,

A handwritten signature in blue ink that reads "Frank T. Brogan". The signature is written in a cursive style with a large initial "F" and a long, sweeping underline.

Frank T. Brogan

Dr. Robert L. Clark, Jr.
Provost and Senior Vice President for Research
University of Rochester
rclark@rochester.edu
919-451-0202 (cell)

Academic and Corporate Administrative Highlights

2016- Provost, University of Rochester (appointed to a 5-year term).

- Chief Academic Officer for university.
- Led strategic planning process for university.
- Established operational excellence committee, enlisting the CFO, CFO of Medical Center, and CEO of Medical Center to better align university-wide decisions on major investments with business processes for efficiencies.
- Oversight for
 - Academic Mission and Budgets
 - Academic appointments, review, promotion and tenure.
 - Decanal review and appointments for schools.
 - Office of University Information Technology.
 - Office of Graduate Studies.
 - University of Rochester Libraries.
 - Memorial Art Gallery
 - Office of University Health Services for Students.
 - Office of Global Engagement
 - Office of Institutional Research
 - Office of Academic Administration
 - Office of Intercessor
 - University Press

2012- Senior Vice President for Research, University of Rochester (appointed in 2016 for an additional 5-year term).

- Formalized office, which had never existed prior.
- Led University-Wide Strategic Planning Process for Research in 2013.
- Oversight for
 - University-Wide Research (inclusive of basic and clinical research in medicine) ~\$400M annual research budget
 - Online Learning – MOOCs and Professional/Graduate Education
 - Technology Transfer and Corporate Relations
 - Center for Entrepreneurship
 - Laboratory for Laser Energetics ~\$80M annual budget
 - Office of Research Projects Administration
 - Human Subject Review Board – Institutional Official
 - Research Computing.
- Led restructuring of Tech Transfer to establish UR Ventures, a business development approach to research with commercial potential.
- Developed proposals to state of New York and donors to establish Goergen Institute for Data Science Institute, a \$100M initiative that led to a state funded consortium and a new building.
- Led the University efforts in AIM Photonics with federal and state support which resulted in a \$100M Test, Assembly, and Packing facility in Rochester New York for Integrated Photonic Systems.

2008-2016 Dean, Hajim School of Engineering and Applied Sciences, University of Rochester

- Finalized the details of a \$30M gift to name the Hajim School of Engineering and Applied Sciences and developed an appropriate plan for recognition of the donor.
- Initiated a school-wide curriculum review to enhance recruitment and increase retention of our undergraduate students

- Worked with chairs to identify recruitment strategies for underrepresented faculty across engineering.
- Developed a government relations plan and network with representatives in Washington DC and Albany
- Evaluated the strategic plan in light of the “new economy” post Great Recession
- Enhanced advancement efforts in the Hajim School (raised ~\$80M of \$75M campaign target for 2016)
 - Created a Dean’s Advisory Committee
 - Hired a new senior advancement officer
 - Established an Engineering School annual fund – grew from ~8% to 16% annual participation
 - Hosted numerous regional alumni events
- Hired 30 new faculty members across Hajim School, increasing size by 50%.
- Increased undergraduate student enrollment from ~700 to ~1700 over a 8-year period while simultaneously increasing average GPA and SAT scores of students admitted.
- Led successful ABET accreditation efforts.
- Hired a new assistant dean for research to enable support for large-scale, multidisciplinary grants and to provide oversight with respect to research cost compliance
- Established a new MS program in Technical Entrepreneurship and Management in partnership with the Simon School of Business, receiving approval from the University and the state of New York to initiate the program in Fall of 2009
- Provided for a successful transition of Computer Science Department into the Hajim School
- Established an extensive communication plan for the Hajim School
- Surveyed Career Services and enhanced career fair opportunities for undergraduates
- Established a University-Wide technology development fund to provide seed funding for intellectual property with high potential for licensing and/or new venture creation
- Created social opportunities for student, faculty and staff interactions
- Expanded recognition and advocacy for faculty awards
- Enhanced administrative support and practices through adoption of total quality management (TQM) approaches for the knowledge based work environment
- Provided recognition opportunities for staff and incentives to innovate in their job
- Opened URnano – a fabrication and characterization facility for materials science and nanoscience

2010- Director, Minerals Technologies Incorporated (MTX).

- Lead Director 2021-
- Chair of Governance Committee and member of Compensation Committee 2014-2021
- Served on Governance and Audit Committees for corporation 2010-2013
- Provide core expertise in technology inclusive of leading innovation retreat for research division.

2008-2021 Member Strategic Research Advisory Board of Austrian Institute of Technology

- Provide direction to Institute Management and Supervisory Board on Strategic Directions for Research.
- *Elected Chair of Board in 2013.*

2009-2013 Chief Science/Technology Officer, bsg technologies

- Served as lead engineer for start-up company, working with engineering team to develop IP and implement analog and digital technologies in consumer electronics market.
- Worked with marketing and sales team to introduce product at consumer electronics show and represent company in technical meetings with corporate clients.

1993-2013 Founder of Multiple Startup Companies

- Developed critical intellectual property that led to acquisition of GrassRoots Biotechnology by Monsanto

2007-2008 Dean, Pratt School of Engineering (1 year appointment while search was underway):

- Budget: Responsible for both short-term (1-year) and long-term (5-year) budget planning for the school and worked to a balanced budget for 2008.
- Development: Successfully closed on 3 major gifts: Gendell Center for Engineering Energy and Environment (\$10M – Follow-up on prior development efforts), Scholarship Fund through the Financial Aid Initiative (\$3.4M – Led this new effort in Fall 2007), and a single anonymous gift for naming Two

Professorships and a Professor of the Practice (\$8M – Led this new effort in Fall 2007). I continued stewardship to all of our donors during this transition period, which is also both challenging and a significant investment of time. Fundraising for Pratt in 2008 totaled ~ \$40M.

- Faculty searches: All of the faculty searches approved in the Spring of 2007 were executed: two in Civil and Environmental Engineering, one in Mechanical Engineering and Materials Science, and two in Biomedical Engineering. Additionally, I successfully led retention efforts for our two most productive faculty members, one in biomedical engineering and the other in electrical and computer engineering.
- Facilities: I led efforts to meet space needs for both education and research. During 2007, working with an external firm, we completed architectural drawings and began renovation of ~20,000 net square feet of space devoted to student laboratories, classroom, and project space, including a new student services space that will also incorporate a “hatchery” for start-up companies to afford interactions between undergraduate and graduate engineering students, MBA students, entrepreneurs in residence, and venture capitalists.
- Curricular Innovation: I initiated the process for offering a certificate program in engineering for non-engineering students based upon a subset of core courses. The School will establish new faculty lines in support of this curriculum that will be net hires above the currently approved faculty lines.
- High Profile Student Programs: The Duke Smart Home, sponsored by the Home Depot opened Spring semester of 2008 as a “living laboratory” for students. I worked with the senior associate dean for education to conduct a review of the program and institute mechanisms to ensure that the student projects are substantive and have appropriate faculty oversight and mentorship. This is a new signature program for Duke.

2007 Chair, Mechanical Engineering and Materials Science: My role as chair was “short-lived” since I was asked to serve as dean of the Pratt School of Engineering for a one-year term upon the departure of the prior dean. Having served six previous years as Senior Associate Dean, I agreed to a short term as Chair to institute some structural changes in the department.

- Faculty Recruitment: I served as chair of the search committee for the department during the Spring, which led to the successful hiring of two talented junior faculty.
- Administrative Restructuring: Two staff members were hired for pre- and post-award management of grants to facilitate submission of proposals and to provide support for grant management and issues related to research cost compliance.
- Laboratory Support: Two new laboratory engineers were hired to support the maintenance and operations of our undergraduate labs. These hires were critical in supporting the planned renovations and updates to the laboratory experiences for undergraduates and the upcoming visit by ABET.

2001-2007 Senior Associate Dean for Research (2001 – 2003) / Senior Associate Dean (2003 – 2007), Pratt School of Engineering.

- Strategic Planning: A significant part of my role as Senior Associate Dean for Research and later Senior Associate Dean was devoted to strategic planning, both long term and short term. I was furthermore given oversight for implementation of the strategic plan, particularly with respect to faculty recruitment and the research mission of our school. Prior to the first appointment of a Senior Associate Dean for Education, I also maintained oversight for the graduate education program within the school.
- Faculty Recruitment and Promotion: I was given oversight for all searches in the Pratt school while serving in this administrative capacity. I worked directly with department chairs and search committee chairs to institute consistent recruitment and quality across departments. I also worked directly with the dean in reviewing faculty for appointments, promotion and tenure. I furthermore implemented the target of opportunity hiring process with then dean Kristina Johnson, which led to a dramatic increase in the percentage of women faculty recruited to the Pratt School of Engineering. During my term of service, we grew the faculty from 66 to 95 and tripled research expenditures, increasing representation of women faculty from 11% to 23%.
- Research: In addition to leading one of the strategic initiatives for the school, I implemented the first research office in the school of engineering devoted to the support of multi-investigator proposals to facilitate the grant submission process. The office provides support for all of the boiler plate material needed for large-scale proposals, allowing faculty to focus on the research issues. This greatly increased the number of multi-investigator proposals submitted. During my term in this administrative capacity, our support team contributed to the tripling of the research expenditures in our school by enabling others. The

Associate Dean for Research and New Initiatives that I hired, Marianne Hassan, has been a critical part of this effort, and her work ethic is nearly unmatched. My role was mentoring her in this position as we established it, and her performance has consistently exceeded expectations. We have since hired additional staff to meet the increasing demand for services and resulting successes of the efforts.

- **Facilities:** I led programmatic planning for the newly constructed 322,000 square feet Fitzpatrick Center for Interdisciplinary Engineering, Medicine and Applied Science (CIEMAS) at Duke. (The addition of this space represents a near tripling in the space devoted to research, education, and administration in the school of engineering.) During this process, we developed a new model of space oversight, by a committee of stakeholders constituted by chairs, center directors, strategic initiative leaders, and deans. This was challenging, but it allowed us to allocate space based upon intellectual focus and collaborations. The process was largely a success and continues to foster research in our extensive interdisciplinary/cross-disciplinary activities. I formed the space allocation committee and successfully worked with all stakeholders to change the mechanism by which space is allocated. This took numerous one-on-one meetings and required that I gain the trust of each group affected. While a significant investment of time, the management of the space is simplified because the natural variation in funding of labs with common interests allows for reassignment of space with very little negotiation. The planning and construction of FCIEMAS took 4 years, and upon completion, I provided oversight for the occupation of the space in collaboration with our Associate Dean for Facilities, which required moves from on-campus facilities and off-campus facilities.
- **Committee Service:** I served as chair of the patent policy committee, as a member of the academic space planning committee, and as a member of the research administration policy working group. Service on these three committees was directly related to my responsibilities as senior associate dean, although appointment to the patent policy committee was made by the executive committee of Duke's academic counsel.

2006 Interim Dean (Fall Semester of 2006 – Dean on Sabbatical Leave): Serving as interim dean, I was given all operational responsibility for the school during the dean's sabbatical leave. While the experience related to operational efforts in the dean's office was valuable, the scope was limited since the objectives for this period of service were limited. The time commitment was significant however, because I also continued my other administrative services as senior associate dean as well as my extensive research program, meaning that I needed to maintain my other responsibilities in parallel.

2001-2007 Director, Center for Biologically Inspired Materials and Material Systems: As an outcome of the university wide strategic planning effort in sciences and engineering, I was identified as the materials science initiative leader. This was an interesting choice because I am more of a user than innovator of materials. However, there were faculty in the sciences and engineering "competing" over the potential resources that could be used to enable basic research, and I was able to bring this community together, primarily I believe because my vested interest rested only in optimizing the services and facilities for all. An outcome of this leadership was an investment by the university on the order of \$20M which culminated in a new Shared Materials Instrumentation Facility (SMIF), with 14,000 square feet of space devoted to equipment for fabrication and characterization, inclusive of a ~4000 square feet cleanroom. My own research interests also morphed during this period, shifting from dynamics and control of adaptive structures to an interest in the application of my skills in the study of mechanics and manufacturing at the nanoscale, largely leveraging biological materials. During this period, I led a successful NSF IGERT proposal and two successful NSF NIRT proposals in collaboration with other faculty. I also stimulated numerous interactions between faculty in the basic sciences, engineering, and medicine by serving as a "human network" for new and existing faculty. Enabling other faculty is truly rewarding and served as a foundation for my approach to facilitating interactions broadly as senior associate dean as well. During the 6 years that I led this Center, we raised approximately \$12M in funded research for faculty collaborating in this initiative. I consider this achievement a crowning accomplishment at Duke. With seed funding of only \$100K, I was able to attract more than 25 faculty to a vibrant research and education program. Leadership in the absence of resources allocated by others is the most challenging of all since there is no compelling reason for groups of faculty to commit their time to an effort unless a compelling vision can be articulated. Keeping those faculty engaged further requires an understanding of teamwork and a mechanism for sharing credit. The Center remains vibrant to this day.

1999 – 2002 Member of Executive Committee of Academic Council (ECAC): This served as my initial introduction to upper level administration. ECAC consists of 8 members of the academic council (the faculty

representation on campus) that sets the agenda for the council. ECAC meets weekly for about 3 hours and faculty elected to this position typically serve for a two year term. It is an extensive service requirement, but both rewarding and educational since ECAC meets regularly with the senior administration on campus to provide faculty input and insight on all aspects of campus life. Through this process, I witnessed the merits and rewards of having a dynamic relationship between the faculty of the university and its administration, and the critical elements of having a very focused and collaborative effort between the two in meeting the overall mission of the university.

Education:

Ph.D., Mechanical Engineering	Virginia Polytechnic Institute and State University	1992
M.S., Mechanical Engineering	Virginia Polytechnic Institute and State University	1988
B.S., Mechanical Engineering	Virginia Polytechnic Institute and State University	1987

Employment:

2016-	Provost, University of Rochester
2012-	Senior Vice President for Research, University of Rochester
2008-2016	Dean, Hajim School of Engineering and Applied Sciences, University of Rochester
2007-2008	Dean, Pratt School of Engineering, Duke University
2007	Chair, Mechanical Engineering and Materials Science, Duke University
2003-2007	Senior Associate Dean, Pratt School of Engineering, Duke University
2003-2008	Thomas Lord Professor of Engineering, Duke University, Durham, NC
2003-2008	Secondary Appointment, Department of Biomedical Engineering
2001-2003	Senior Associate Dean for Research, Pratt School of Engineering, Duke University, Durham, NC
2001-2007	Director, Center for Biologically Inspired Materials and Materials Systems, Duke University, Durham, NC
2001-2003	Jeffrey N. Vinik Professor, Duke University, Durham, NC
2000-2001	Professor, Duke University, Durham, NC
1998-2000	Associate Professor, Duke University, Durham, NC
1996-2001	Director, Center for Applied Control, Duke University, Durham, NC
1999-2000	Chief Technology Officer, Imeron, Cary, NC
1992-1997	Assistant Professor, Duke University, Durham, NC
1993-1996	Vice President and Senior Research Scientist, Adaptive Technologies Incorporated, Blacksburg, VA
1989-1992	Graduate Research Assistant, Virginia Tech, Blacksburg, VA
1989	Manager, Noise and Vibration Group, Michelin Americas Research & Development Corporation, Greenville, SC
1988-1989	Engineer, Michelin Americas Research & Development Corporation, Greenville, SC
1987-1988	Graduate Research Assistant, Virginia Tech, Blacksburg, VA
1983-1987	Engineering Co-op, Magnetic Bearings, Inc., Radford, VA

Research Interests:

General:	Dynamic systems and control, acoustics, nanoscience and nanoengineering.
Current Activities:	Bionanoscience, Biological materials characterization at the nanoscale, Manufacturing processes at the nanoscale, Instrumentation development for exploration of nanoscale mechanics, Engineering at the nanoscale, Active structural acoustic control, Active control of aeroelastic systems, Active control of sound and vibration, Autonomous control of adaptive systems and structures, System identification and control through adaptive signal processing, Shaped and distributed electromechanical devices for actuation and sensing.

Consulting:

1991	Noise Cancellation Technology (NCT)
1994	Centrair Corporation
1994	Harris and Harris
1994	GE Aircraft
1994-1999	BSG Laboratories

1995	The Trane Company
1995	Cessna Aircraft
1996	Multi-Flora Greenhouse
1998	Catepillar
2001-2003	FTI
2004-2008	SMD
2009-2014	bsg technologies
2018-	Breakthrough Energy

Companies Founded:

GrassRoots Biotech (2009):	Durahm, NC
SparkIP (2006):	Atlanta, GA
SMD (2003):	Virginia Beach, VA
Adaptive Technologies (1994):	Blacksburg, VA

Corporate Boards:

Minerals Technologies Inc. (Public Company – Director) 2010-	New York, NY
Sweetwater Energy (Private Company) 2012-	Rochester, NY
GW Lisk (Private Company) 2018-	Clifton Springs, NY
SparkIP (Private Company – Founder) 2006-2009	Atlanta, GA
Austrian Institute of Technology (Appointed Chair 2013) 2008-2021	Vienna, Austria

Funded Research Programs:

2012-2014	NIH R21: Towards Invivo Force Spectroscopy	\$398,715	PI
2012-2014	NIH R21: Single Molecule Force Spectroscopy	\$298,100	PI
2010-2013	Biocatalytic Nanolithography	\$479,965	PI
2006-2010	NSF: NIRT Hierarchical Bionanomanufacturing	\$1,200,000	PI
2006-2009	NSF: Biocatalytic Nanolithography	\$260,000	PI
2006-2010	NSF: Arabidopsis 2010: Identifying transcriptional networks at cellular resolution	\$4,000,000	Co-PI
2004-2008	NSF: An AFM Study of DNA Damage and Repair	\$480,029	Co-PI
2004-2008	NIH: Nanoscale DNA Diagnostics by Single Molecule AFM	\$551,808	Co-PI
2004-2005	NIH: Engineering Biology at the Nanoscale – Nanomedicine Planning Grant	\$77,000	Co-PI
2004-2005	NASA: MCNC/NASA Biosensing	\$50,000	PI
2002-2008	NSF IGERT: Biologically Inspired Materials	\$2,900,000	PI
2002-2006	NSF NIRT: Fabrication of Biomolecular and Polymeric Nanostructures by Proximal Probes	\$1,200,000	PI
2002-2003	DARPA: System Integration and Control of Morphing Aircraft Structures	\$150,000	PI
2002-2003	NSF NER: Torque Spectroscopy for Characterization and Fabrication of Nanosystems	\$100,000	Co-PI
2002-2005	NSF: Web-based Educational Framework for Analysis, Visualization and Experimentation	\$349,385	Co-PI
2001-2006	Ford: Automotive Engineering Student Projects Program	\$500,000	PI
2001-2003	NSF: Development and Construction of Single Molecule Force Spectrometers for Research and Student Training	\$173,280	Co-PI
2001-2003	NASA: The Impact of Model Uncertainty on Spatial Compensation in Structural Acoustic Control	\$171,989	PI
1997-2002	Presidential Early Career Award for Scientists and Engineers	\$500,000	PI
1999-2002	DARPA: Aeroelastic Control and Leveraging Through Adaptive Structures	\$1,172,624	PI

1999-2002	NSF-Lord GOALI: Industrial / University Collaboration for Research in Control of Sound and Vibration	\$260,027	PI
1999-2002	AFOSR: Nonlinear Dynamics and Control of Fluid Structure Interaction	\$361,932	Co-PI
1999-2001	CSA Engineering: Advanced Methods for Optical Jitter Suppression using Acoustic Actuators	\$124,598	PI
1999	Bahari Racing: A Parameter Sensitivity Study Using Pi Sim in Winston Cup Racing	\$32,340	PI
1997-1999	NASA-Langley: Active Control Strategies and Transduction Devices for Interior Noise Control	\$288,531	PI
1997	AFOSR: Non-Invasive Measuring Equipment for the Sensing and Control of Intelligent Aeroelastic Systems	\$195,245	Co-PI
1996-1999	AFOSR: Nonlinear Dynamics and Control of Wings and Panels	\$322,975	Co-PI
1997-2000	AFOSR: AASERT	\$170,940	Co-PI
1997-1999	Sandia National Laboratories: Smart Structures	\$70,000	PI
1996-1998	NSF Research Experience for Undergraduates	\$26,438	PI
1994-1996	NASA-Langley: Structural Acoustic Control	\$221,893	PI
1994-1996	AFOSR: Aeroelastic Control	\$128,995	Co-PI
1995-2000	NSF Career Program Award: Aeroelastic-Structural Acoustic Control	\$209,999	PI
1995-2000	Lord Corporation (NSF Matching Funds)	\$100,000	PI
1995-2000	NSF Career Program Award: Matching Funds	\$100,000	PI
1996-1999	SAIC	\$145,678	PI

Professional Memberships:

Fellow of the American Association for the Advancement of Science (AAAS) - 2011

Fellow of the Acoustical Society of America (ASA) - 2005

Fellow of the American Society of Mechanical Engineers (ASME) – 2002

Associate Fellow of the American Institute of Aeronautics and Astronautics (AIAA)

American Society of Engineering Educators (ASEE)

Biophysical Society

Honors and Awards:

2016	Rochester Engineering Society Engineer of the Year
2011	Fellow of the American Association for the Advancement of Science
2008	2008 Design Engineering Division Best Paper Award, ASME
2005	Fellow of the Acoustical Society of America
2005	Rayleigh Lecture – ASME International Congress
2002	Fellow of the American Society of Mechanical Engineers
1998	R. Bruce Lindsey Award, Acoustical Society of America, in recognition of outstanding contributions to the science of acoustics.
1997	Presidential Early Career Award for Scientists and Engineers (PECASE) in recognition of outstanding research and development in the field of adaptive structures involving active noise and vibration control.
1996	NASA Group Achievement Award, Active Noise Control Team, for conducting creative and pioneering studies of active noise and vibration control.
1995	NSF Career Program Award
1993	1993 ASME Award for Best Paper in Adaptive Structures
1992	Award for Outstanding Paper by a Young Presenter In Noise at the 125 th Meeting of the Acoustical Society of America

1987 Stanley Ragonne Leadership Scholarship
 1988, 1990-92 Pratt Fellowship

Professional Service:

Member Public Policy Committee of the ASEE Engineering Deans Council (2013-2017)
 Chair, Scientific Advisory Board for Austrian Institute of Technology (2014-2017)
 Member of the Scientific Advisory Board for the Austrian Institute of Technology (2009-2013)
 Co-Chair of Governor's Life Sciences Sub-Group of the Finger Lakes Regional Economic Council of NY (2012)
 Member of Governor's Energy Sub-Group of the Finger Lakes Regional Economic Council of NY (2011)
 Member of Governor's Task Force on Nanotechnology and North Carolina's Economy (2005-2006)
 NAE Frontiers Meeting (2004)
 NAE Joint US-Japan Frontiers Meeting (2004)
 Member of Advisory Board – North Carolina Regional Chapter of the Acoustical Society of America (2002-2003)
 Associate Editor for the ASME Journal of Vibration and Acoustics (1996-2002)
 Chair of the North Carolina Regional Chapter of the Acoustical Society of America (2001-2002)
 Member of the ASA Committee on Structural Acoustics and Vibration (2001-2004)
 General Chair of AIAA/ASME/AHS Adaptive Structures Forum (1999)
 Technical Chair of AIAA/ASME/AHS Adaptive Structures Forum (1998)
 Vice Chairman of the North Carolina Regional Chapter of the Acoustical Society of America (1995-1996)
 Member of the AIAA Adaptive Structures Technical Committee (1997-2007)
 Member of the ASME Adaptive Structures and Material Systems Technical Committee (1993-2007)
 Member of the Editorial Advisory Board for the Journal of Intelligent Material Systems and Structures
 Journal Reviewer for the Journal of the Acoustical Society of America
 Journal Reviewer for the Journal of Intelligent Material Systems and Structures
 Journal Reviewer for the ASME Journal of Vibration and Acoustics
 Journal Reviewer for the ASME Journal of Dynamic Systems, Measurement, and Control
 Journal Reviewer for AIAA Journal of Aircraft
 Journal Reviewer for Acta Acustica
 Journal Reviewer for Journal of Sound and Vibration

Patents:

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Benfey, Philip N., Twigg, III, Richard W., Clark, R. L., Kennedy, Scott, Fricke, Gregory, "Plant Growth and Imaging Devices and Related Methods and Computer Program Products," United States Patent 7,937,891, May 10, 2011.

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2. Clark, R. L., 2006. "Challenges and Benefits of Interdisciplinary Research Teaming," - Keynote at International Symposium for Biologically-inspired Design and Engineering – Georgia Tech, Atlanta, GA.
3. Clark, R. L., 2005. "Structural Acoustics, from Macro to Micro," 2005 ASME International Congress, Orlando, Florida, November 10, (*Rayleigh Lecture*).
4. Clark, R. L., 2004. "Active Control of Fluid-Structure Interaction," Active 04, Williamsburg, VA, September 20, (*Keynote Address*).
5. Clark, R. L., J. A. Rule, and R. E. Richard, 2000. "Application of Reduced-Order Models to the Design of Adaptive Aeroelastic Structures," Presented at the 139th Meeting of the Acoustical Society of America, 107(5), Atlanta, GA, May 31, 2824.
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Conference Publications:

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2. Joseph L. Lawson ; Nathan J. Jenness ; Robert Clark; Design of microcantilever sensors using SLM based holographic lithography. Proc. SPIE 8612, Micromachining and Microfabrication Process Technology XVIII, 861203 (March 9, 2013); doi:10.1117/12.2003206.
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4. K. D. Wulff, D. G. Cole, and R. L. Clark. "Adaptive Servo Controller Design in an Optical Trap," DETC2008-49884, 2nd International Conference on Micro- and Nanosystems, New York City, NY, USA, August 2008.
5. Kuniholm, J. and R. L. Clark. "Software underactuation for reduced input control of large degree of freedom structures: Development of a hand control strategy for advanced upper extremity prosthetics," *Myoelectric Controls Symposium*, Fredericton, New Brunswick, University of New Brunswick Institute of Biomedical Engineering, August 2008.
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Talks and Lectures Presented at Professional Meetings (note: published abstracts):

1. Snyder P.W., Johannes M.S., Vogen B.N., Clark R.L., and Toone E.J. 2006. "Biocatalytic Microcontact Printing." Gordon Research Conference of Biointerface Science, Les Diablerets, Switzerland.
2. Wulff, K. D., D. G.Cole, R. L. Clark.2006. Application and control of torques on the molecular level. Gordon Research Conference of Biointerface Science, Les Diablerets, Switzerland.

3. Johannes M.S., Kunihom J.F., Cole D.G., and Clark R.L. "CAD/CAM Based Nanolithographic Platform" Symposium on Biointerface Science, New Bern, NC, 2005
4. Alexei Valiaev, Dong-Woo Lim, Terry Oas, Robert L. Clark, Ashutosh Chilkoti, Stefan Zauscher, 2005. "Force-Induced Proline cis-trans Isomerization in Elastin-like Polypeptides," *Biophysical Society 49th Annual Meeting*, Long Beach, California, Feb. 12-16.
5. Nehal I. Abulail, Tommo Ohashi, Robert Clark, Harold Erickson, Stefan Zauscher, 2005. "Elasticity of Fibronectin Fibrils - Insights From the Relative Unfolding Strengths of FN-III Domains and GFP," *Biophysical Society 49th Annual Meeting*, Long Beach, California, Feb. 12-16.
6. Yee Lam, N. Abu-Lail, R. L. Clark, M. S. Alam, S. Zauscher, 2005. "Molecular-Recognition Force Spectroscopy of Induced-Fit Antibody Binding to HIV-1 Env gp120 and Detection of HIV-1 Using Micro-Cantilever Deflection Biosensors," *First Annual Scientific Meeting of the American Academy of Nanomedicine (AANM)*, August 15-16, Johns Hopkins University - Medical Campus in Baltimore, Maryland, USA.
7. N. Abu-Lail, T. Ohashi, R. Clark, H. Erickson, S. Zauscher, 2005. "Understanding the Elasticity of Fibronectin Fibrils: A Single Molecule Force Spectroscopy Study," *First Annual Scientific Meeting of the American Academy of Nanomedicine (AANM)*, August 15-16, Johns Hopkins University - Medical Campus in Baltimore, Maryland, USA.
8. N. Abu-Lail, T. Ohashi, R. Clark, H. Erickson, S. Zauscher, 2005. "Understanding the Elasticity of Fibronectin Fibrils: A Single Molecule Force Spectroscopy Study," *American Vacuum Society (AVS) 52nd International Symposium and Exhibit*, Boston, MA, Oct. 30 – Nov.03.
9. Nehal Abu-Lail, Marian Kaholek, Alexei Valiaev, Dong-Woo Lim, Ashutosh Chilkoti, Bruce LaMattina, Robert Clark, and Stefan Zauscher, 2006. "Micro-cantilevers decorated with tethered stimulus-responsive polymer brushes and polypeptides for actuation and sensing," *Division of Polymeric Materials: Science and Engineering for the 231st ACS National Meeting*, Atlanta, GA, March 26-30, 2006
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11. A. Valiaev, R. L. Clark, A. Chilkoti, and S. Zauscher, 2003. "Force Spectroscopy and Conformational Mechanics of Stimulus-Responsive Elastin-Like Polypeptides," The Third Conference on Scanning Probe Microscopy of Polymers, July 15-18, Kerkrade, Netherlands.
12. Griffin, S. F., S. A. Lane, and R. L. Clark, 2003, "The Application of Smart Structures Toward Feedback Suppression in Amplified Acoustic Guitars," Presented at the 145th Meeting of the Acoustical Society of America, 113(4), Nashville, TN, May 2003.
13. Clark, R. L., M. A. McEver, J. D. Kemp, and D. G. Cole, 2002. "Interior Noise Control Through Tuned Loudspeaker Absorption," Presented at the 144th Meeting of the Acoustical Society of America, Cancun, MX, December 2002.
14. Kemp, J. D., and R. L. Clark, "Noise Reduction in a Rocket Fairing Using Actively Tuned Loudspeakers," Presented at the 140th Meeting of the Acoustical Society of America, 108(5), New Port Beach, CA, November 2000. **(Student Paper Award)**
15. Klonin, H., J. Henry, J. W. Moses, R. L. Clark, and S. R. Schulman, "Ambient Noise in Pediatric Intensive Care," 3rd World Congress, Pediatric Intensive Care, Supplement to Pediatric Critical Care Medicine, Volume 1, Number 1, page 94, P2.7.08, Montreal, Canada, July 2000.
16. Rule, J. A., and R. L. Clark, "Active/Passive Design for Vibration Control," Presented at the 139th Meeting of the Acoustical Society of America, 107(5), Atlanta, GA, June 2000, 2854.
17. Smith, G. C. and R. L. Clark. "Concurrent design concepts for adaptive structures." In Proceedings of 138th Meeting: Acoustical Society of America, Columbus, OH, ASA Paper 3aSA5, November 1999. **(Student Paper Award)**

18. Vipperman, J. S., and R. L. Clark, "Improved Performance of Output Active Structural Acoustic Control Using Collocated Strain-Based Transducers," Presented at the 136th Meeting of the Acoustical Society of America, Norfolk, VA, October 1998.
19. Cox, D. E., Henry, J. K., and Clark, R. L., "Active Control Design for Acoustic Radiation using Mixed-Norm Optimization," Presented at 136th ASA Meeting, Norfolk VA, September 1998.
20. Henry, James K., and Robert L. Clark, "Effects of Pressure Loading on the Dynamics of a Curved Piezostructure," 136th Meeting of the Acoustical Society of America, Norfolk, VA, Oct. 1998.
21. Smith, G. Clark., Clark, Robert L., "Optimal Transducer Placement for Active Control of Sound Transmission through an Aeroelastic Plate," 136th Meeting of the Acoustical Society of America, Norfolk, VA, Oct. 1998.
22. Lane, Steven A., Clark, Robert L., "Global Reduction of Aircraft Interior Noise Using Constant Volume Velocity Actuators," 136th Meeting of the Acoustical Society of America, Norfolk, VA, Oct. 1998.
23. Clark, R. L., and D. S. Bernstein, "Hybrid Control for Vibration and Acoustics," *Proceedings of the 135th Meeting of the Acoustical Society of America*, 103(5), 3022, June 1998.
24. Henry, J. K., and Clark, R. L., "A comparison of an analytical model and experimental results for a curved piezostructure," *Proceedings of the 134th Meeting of the Acoustical Society of America*, 102(5):3129, December 1997.
25. Lane, Steven, A., and Clark, R. L., "Improving Loudspeaker Performance for Active Noise Control Applications," *Proceedings of the 134th Meeting of the Acoustical Society of America*, 102(5):3129, December 1997.
26. Clark, R. L., and Cox, D. E., "Multivariable Structural Acoustic Control with Static Compensation," *Proceedings of the 3rd Joint Meeting of the Acoustical Society of America and Acoustical Society of Japan*, JASA, 100(4), Pt. 2, p. 2781, October, 1996.
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28. Frampton, K. D., and Clark, R. L., "Active Control of Turbulent Boundary Layer Noise Through an Aeroelastic Panel," *Proceedings of the 3rd Joint Meeting of the Acoustical Society of America and Acoustical Society of Japan*, JASA, 100(4), Pt. 2, p. 2781, October, 1996.
29. Clark, R. L., and Frampton, K. D., "Sound Transmission Through and Aeroelastic Plate into an Acoustic Cavity," *Proceedings of the 131st Meeting of the Acoustical Society of America*, JASA, 99(4), Pt. 2, p. 2586, April, 1996.
30. Clark, R. L., and Vipperman, J. S., "Experimental Results from Hybrid Control with a Sensoriactuator," *Proceedings of the 128th Meeting of the Acoustical Society of America*, JASA, 96(5), Pt. 2, p. 3261, November, 1994.
31. Vipperman, J.S. and R.L. Clark, June 1994. "Linear time-invariant approaches to feedforward, multifrequency control," *127th Meeting of the Acoustical Society of America*, Cambridge, MA.
32. Clark, R.L. June 1994. "Adaptive feedforward modal space control," *127th Meeting of the Acoustical Society of America*, Cambridge, MA.
33. Cole, D.G. and R.L. Clark, June 1994. "Adaptive compensation of piezoelectric sensoriactuators," *127th Meeting of the Acoustical Society of America*, Cambridge, MA.
34. Clark, R.L. and D.G. Cole June 1994. "Active damping of enclosed sound fields through direct rate feedback control," *127th Meeting of the Acoustical Society of America*, Cambridge, MA.
35. Clark, R.L. June 1994. "Model insensitive control of transient and persistent disturbances," *127th Meeting of the Acoustical Society of America*, Cambridge, MA.
36. Clark, R.L. and S.E. Burke, June 1994. "Practical considerations for designing shaped modal sensors from polyvinylidene fluoride," *127th Meeting of the Acoustical Society of America*, Cambridge, MA.

37. Kewley, D., Clark, R. L., and Southward, S. "Feedforward Control with the Higher-Harmonic, Time-Averaged, Gradient (H-TAG) Descent Algorithm," *Proceedings of the 126th Meeting of the Acoustical Society of America*, JASA, 94(3), Pt. 2, p. 1816, September, 1993. (**Student Paper Award**)
38. Clark, R. L. and Fuller, C. R., "Active Structural Acoustic Control of Cylinder Radiation with Piezoelectric Actuators and PVDF Sensors," *Proceedings of the 124th Meeting of the Acoustical Society of America*, JASA, 92(4), Pt. 2, p. 2411, October, 1992.
39. Clark, R. L. and Fuller, C. R., "Active Structural Acoustic Control with Piezoelectric Actuators and PVDF Acoustic Near-Field Sensors," *Proceedings of the 123rd Acoustical Society of America Meeting*, Salt Lake City, UT, May, 1992.
40. Clark, R. L. and Fuller, C. R., "A Model Reference Approach for Implementing Active Structural Acoustic Control," *Proceedings of the 122nd Acoustical Society of America Meeting*, 90(4), Pt. 2, p. 2271, Houston, TX, November, 1991.
41. Clark, R. L. and Fuller, C. R., "Optimal Placement of Piezoelectric Actuators and Polyvinylidene Fluoride (PVDF) Error Sensors in Active Structural Acoustic Control Approaches (ASAC)," *Proceedings of the 122nd Acoustical Society of America Meeting*, 90(4), Pt. 2, p. 2271, Houston, TX, November, 1991.
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44. Clark, R. L., Fuller, C. R., and Wicks, A. L., "Characterization of Distributed Piezoelectric Actuators for Structural Excitation," presented at the *119th Acoustical Society of America Meeting*, 87(1), p. S16, State College, Pennsylvania, 1990.

Invited Seminars.

1. Clark, R. L., 2008. "Bionanoscience," Queen's Prize Lecture, University of Southampton, England.
2. Clark, R. L., 2007. "Nanomanufacturing and the Role of Mechanical Engineers," University of Pittsburgh.
3. Tools for Characterizing and Manipulating Materials at the Nanoscale, University of Mainz, Mainz, Germany, 2006.
4. Tools for Characterizing and Manipulating Materials at the Nanoscale, Imperial College, London, 2006.
5. Biologically Inspired Materials: DuPont, 2005.
6. Small Talk: Manipulating Single Molecules. Virginia Tech, 2002.
7. Adaptive Structures: A Field Pushed by Scientific Advances and Pulled by Application Requirements, Department of Mechanical Engineering, Virginia Tech, 1997.
8. Active Structural Acoustic Control, Department of Aerospace Engineering, University of Florida, 1996.
9. Active Structural Acoustic Control: Capturing the Essential Physics, Department of Aerospace Engineering, University of Michigan, 1997.
10. Challenges in the Control of Reverberant Plants, Structural Acoustics Branch of NASA-Langley, 1996.
11. Adaptive Structures for Active Structural Acoustic Control, Space Engineering Research Laboratory of MIT, 1996.
12. Active Structural Acoustic Control, AcX of Cambridge Mass, 1996.
13. Active Control of Enclosed Sound Fields: The Acoustic Sponge, Draper Laboratories, Cambridge, MA, 1994.
14. Adaptive Compensation of Piezoelectric Sensoriactuators, Structural Acoustics Branch, NASA Langley 1994.
15. Model Insensitive Control of Transient and Persistent Disturbances, Structural Acoustics Branch, NASA Langley 1994.
16. Intelligent Systems and Structures, Department of Psychology, Duke University, Durham, NC, 1994.
17. Intelligent Systems and Structures, Structural Acoustics Branch, NASA Langley, 1993.
18. Feedforward Higher Harmonic Control Using the H-TAG Algorithm, Lord Corporation, Cary, NC 1992.
19. Linear Time-Invariant Approaches to Feedforward, Multi-Frequency Control, Structural Acoustics Branch, NASA Langley 1994.

Published Reviews:

Mechanics of Motor Proteins and the Cytoskeleton (2001) by J Howard. Sinauer Assoc. Inc., publisher. Three hundred sixty seven pages, Review printed in *Applied Mechanics Reviews*, Vol. 55(2), p. B39, 2002.

Postdoctoral Students (PD) / Research Assistant Professors (RAP) Supervised:

Mathew Johannes	PD at Duke University (2007 - 2008)	Research Scientist at Applied Physics Lab
Kurt Wulff	PD at Duke University (2008)	Research Scientist at Lincoln Labs
Yiquan Wu	PD at Duke University (2006 -2008)	Research Assistant Prof at U of R
Suk Min Moon	PD at Duke University (2003-2005)	Research Scientist at Adaptive Technologies
Dan Cole	RAP at Duke University (2001-2005)	Assistant Prof. at Univ. Pittsburgh
Mayuresh Patil	RAP at Duke University (2000-2001)	Assistant Prof. at Virginia Tech
John A. Rule	PD at Duke University (1998-2000)	Employed at ACX
Kenneth Frampton Southampton	PD at Duke University (1997-1998)	Senior Lecturer at University of
Jeffrey S. Vipperman	PD at Duke University (1997)	Associate Prof. at University of Pittsburgh

Graduate Students Supervised:

Dorene Kewley	M.S. at Duke University (1994)	Employed by BBN
Kenneth Frampton	Ph.D. at Duke University (1996)	Senior Lecturer at University of Southampton
Jeffrey S. Vipperman	Ph.D. at Duke University (1997)	Associate Prof. at University of Pittsburgh
Steven Lane	Ph.D. at Duke University (1999)	Research Scientist at Air Force Research Lab
Jake Henry	Ph.D. at Duke University (1999)	Principal, McKinsey
G. Clark Smith	Ph.D. at Duke University (2000)	CTO, NACCRA
Hal Ralston	M.S. at Duke University (2000)	Roush Racing
Robert Richard	Ph.D. at Duke University (2002)	Research Scientist at Boeing SVS
J. D. Kemp	Ph.D. at Duke University (2002)	Acoustic Consultant
Emil Ardilean	Ph.D. at Duke University (2003)	Research Scientist, SAIC
Dave Cox	Ph.D. at Duke University (2003)	Research Scientist, NASA Langley
Suk Min Moon	Ph.D. at Duke University (2003)	Research Scientist, Adaptive Technologies
Mark McEver	Ph.D. at Duke University (2003)	Control Systems Engineer, L-3 Communications
Matt Kozlowski	Ph.D. at Duke University (2003)	Research Scientist, APL
Steven Burns	M.S. at Duke University (2004)	US Navy
Joe Sprofera	Ph.D. at Duke University (2005)	Northrop Grumman
Christian Harris	M.S.. at Duke University (2005)	Hughes
Kurt Wulff	Ph.D. at Duke University (2007)	Lincoln Labs
Mathew Johannes	Ph.D. at Duke University (2007)	Research Scientist , APL
Monica Rivera	Ph.D. at Duke University (2008)	Southwest Research Institute
Nathan Jenness	Ph.D. at Duke University (2009)	USPTO
Lisa Carnell	Ph.D. at Duke University (2009)	Research Scientist, NASA
Scott Kennedy	Ph.D. at Duke University (2011)	Research Scientist, University of Pittsburgh
Scott Wilson	M.S. at Duke University (2008)	Actuary.
Joseph Lawson	Ph.D. at U Rochester (2016)	Application Engineer

Post-Doctoral Students Under Supervision:

Jessica Snyder	Ph.D. at University of Rochester
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Undergraduate Students Supervised:

Naomi Molly Ann	GWDD at Duke University (1995)	Graduate Student at Berkley
Mark Gerhardt	GWDD at Duke University (1995)	Employed by GM
Wes Margeson	GWDD at Duke University (1995)	Employed
Andrew Carver	GWDD at Duke University (1996)	Employed
Jake Henry	GWDD at Duke University (1996)	Graduate Student at Duke
James Fishburn	REU (NSF) at Duke University (1997)	Employed by Freightliner
Russell Groves	REU (NSF) at Duke University (1996-98)	Employed by McKinsey
Russell Glass	REU (NSF) at Duke University (1996-98)	Employed
Dave Casteel	REU (NSF) at Duke University (1996-98)	Commissioned by Navy
J. D. Kemp	REU (NSF) at Duke University (1997-98)	Graduate Student at Duke

Lisa Nicole	REU (NSF) at Duke University (1998)	Unknown
Michael Kamas	REU (NSF) at Duke University (1998-99)	Commissioned by Navy
Matt Johannes	Duke Fellows Program (2000-2001)	Ph. D. program at Duke University
Adam Weinberger	REU (NSF) at Duke University (2003)	
Syrone Liu	Beckman Scholar at Duke University (2007)	

Robert L. Clark
Provost
Senior Vice President for Research



May 7, 2021

Dear Florida State Search Committee Members:

I am responding to the request made by SP&A Executive Search to submit my application as a candidate for President of Florida State University. I do so enthusiastically, with a view of an institution having significant momentum and upward trajectory, poised for greater prominence in terms of the role that it plays in educating a future generation of learners while advancing social mobility, expanding its service to society through research and innovation, and serving the state of Florida, our nation, and beyond. Florida State has made unprecedented gains in its ranking in recent years. Notably, the 6-year graduate rate is 84%, which places it among the best in our nation. Recognized in 2021 as 19th among public universities by US News and World Report, sustained effort and investment, particularly in research and scholarship, will serve to continue the sharp trajectory of an elite institution on the ascent. In reviewing the desired qualifications and challenges/opportunities for the next president, I thought it most appropriate to provide a few personal details and review my career through the academy and corporate activity because the experiences gained are directly applicable to the position as described.

On a personal note, I grew up in the Blue Ridge Mountains of southwestern Virginia, approximately 700 miles from Tallahassee, FL, but it could have been 7000 miles away given my knowledge of the world at that time. Graduating first in my class of 250 students in a rural high-school, having lettered in 4 sports and missing out on a Division I football scholarship due to an injury, my high-school guidance counselor informed me that I was an overachiever and probably should reconsider my choice of majoring in engineering at Virginia Tech. My SAT score didn't match my academic record, not a surprise given what I now know about first generation students. I was never encouraged to look beyond our in-state universities, but as a student with caring parents who were committed to social mobility, a term not used at that time, I left the small town of Clifton Forge and pursued my passion of a college education in mechanical engineering. I successfully completed my engineering degree while also working for a specialized manufacturing company throughout my program of study to help pay for my education and supplement the money my father and I made restoring and selling vintage automobiles throughout my youth. Public institutions, like Virginia Tech and Florida State, play a critical role in our society and its future, making advanced education both accessible and affordable. I relish the opportunity to serve at a public university and continue the commitment of accessibility and affordability for the many students that are transformed by opportunities to broaden their education, as was I.

Fast-forward many years later, I have had the good fortune of both corporate and academic experience, which I believe has been essential to my role as an academic leader. I've been involved in five start-up companies connected to my research, one of which was sold to Monsanto, driving an \$8B business line in the development of novel seeds. I've served on the boards of publicly traded (Minerals Technologies, where I now serve as Lead Director) and private companies, as well chairing the scientific advisory board for the Austrian Institute of Technology for eight years. I've worked extensively with our Office of Government Relations, in partnership with both state and federal offices, to advance economic development in our region. We were pivotal in the establishment of the Test, Assembly and Packaging (TAP) Facility of AIM Photonics here in Rochester, a \$100M development and manufacturing site supported by both state and federal funds. I also played a critical role in raising state (\$50M) and philanthropic (\$50M) funds to establish the Goergen Institute for Data Science and advancing support for our Laboratory for Laser Energetics, an \$86M per year research facility that parallels the National High Magnetic Field Laboratory at Florida State. Beyond providing educational opportunities for future thought leaders, universities are a critical engine within economic development and must be outward facing to

facilitate commercialization and new venture creation, through partnerships with the local community, city, state and beyond. I have focused on this intersection throughout my career.

As an academic, I started my career at Duke University in 1992 as an assistant professor. Within 11 years, I was recognized with the Thomas Lord Professorship of engineering, having won a number of awards during that period. In my 16 years at Duke I raised more than \$17M in funding for my research while publishing more than 120 journal articles. I was recruited into leadership through demonstrated success in bringing faculty, sometimes at odds with one another, together across disciplines. Having been involved in strategic planning at Duke, I pivoted my research from traditional fields in mechanical and aerospace engineering to the biological sciences, focusing on biological materials, to facilitate the establishment of the materials and nanoscience initiative at Duke. That work was concurrent with a term as Senior Associate Dean of the Pratt School of Engineering, coordinating research as well as the planning and allocation of space within a newly constructed 322,000 square feet building. In parallel with this effort, we grew the faculty with a focus on diversity, particularly with respect to our female faculty members in engineering. I was charged with implementing the target of opportunity hiring process which afforded an increase in tenure/tenure track faculty from 66 to 95, simultaneously tripling research expenditures and increasing representation of female faculty from 11% to 23%.

In 2008, after having served in roles as center director, department chair, senior associate dean, and dean, I was presented with an opportunity to lead the School of Engineering and Applied Sciences at the University of Rochester. In parallel, I was actively working in a start-up that mined data from intellectual property, and I was also planning to start another company devoted to high-throughput analysis of genetic modifications to plant seeds through the development of microfluidic arrays and confocal microscopy with another colleague. I left Durham for Rochester and the intellectual property developed in collaboration with biologist Philip Benfey led to GrassRoots Biotech, which was ultimately sold to Monsanto.

The opportunity at Rochester was one in need of innovation, coupled with a desire to build as opposed to maintain. During my 8 years leading the engineering school, we built a vibrant advancement program that led to a naming gift of \$30M, now the Hajim School of Engineering. Undergraduate enrollment in the school was a meager 740 students when I arrived in 2008, and by the time I finished my term as dean, we had grown undergraduate enrollment in engineering to 1750 students. This was the result of a community effort, focused on conveying our identity to students through curated tours of the campus for those interested in engineering and a partnership with the career center that extended the educational mission to communication skills required to compete for internships and jobs. The engineering school was transformed from a small program within the University to one in solid financial standing with a prominent identity and strong sense of community. During that period of growth, the tenure/tenure track faculty was increased by 50% while increasing the percentage of female faculty from 8.3% to 13.5% and that of Black or Hispanic faculty from 5.6% to 7.9%. Of the six departments within the school, I appointed two female faculty members as department chairs, sadly, the first of such in the history of the school. Our focus on diversity extended throughout the student body as well. During the rapid growth of our undergraduate population, we grew the percentage of female undergraduate students from 26% to 31% and the percentage of Black or Hispanic students from 6% to 10.5%. We focused on our messaging to prospective students and families and worked directly with the office of admissions to assure a diverse incoming class. We also focused on retaining students once recruiting them. In 2010, we implemented the STEM GEM program to address retention of first generation and underrepresented groups in engineering and paired students with a mentor during their first year. Instead of looking at graduation outcomes, we started focusing on success in retaining our students from year to year. In 2010, the 6-year graduation rate for these students was 44%. By 2016, the 6-year graduation rate had reached 66% in engineering. Students that did not graduate in engineering transferred to other majors and successfully completed their program of study, which was also a major accomplishment.

In parallel with my efforts leading the Hajim School, I partnered with other schools to develop programs bringing students of the arts, business, medicine and engineering together in domains such as

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digital media studies, audio and music engineering, medical technology and innovation, and technical entrepreneurship and management. In 2013, while continuing to serve as Dean of the Hajim School, I interviewed for the role of Senior Vice President (SVP) for Research at the University of Rochester and was selected. I held both roles until becoming Provost in 2016. As SVP for Research, I restructured our technology transfer office to focus on new venture creation and technology commercialization. In parallel, we established an internal technology development fund to provide seed funding for faculty and students with intellectual property deemed to have commercial potential but too nascent to spin out of the university. This fund and the restructuring of our office led to the establishment of 26 start-up companies between 2014 and 2020, and we have assisted these start-ups in securing approximately \$85M in funding from venture capitalists and angel investors when spinning out. I also completed an analysis of the university research portfolio and led the first comprehensive university-wide research strategic planning exercise during this period.

Although inconsistent with the portfolio of an SVP for Research, I was the senior leader most adamant about the University's need to invest in online learning and advancing technologies for such broadly in 2013, so I negotiated with the president for the opportunity to lead our University's efforts in this domain. I managed a small team and recorded the first Massively Open Online Course (MOOC) through Coursera with another colleague, and that course has now been viewed by more than 60,000 learners. More importantly, the foundation established through this effort led to the creation of vibrant online programs in the Warner School of Education that expanded offerings and revenue opportunities while simultaneously preparing us, as a University, to pivot to a hybrid-online learning environment during the middle of a pandemic.

Upon assuming the role of Provost in 2016, the work transitioned quickly from providing visionary leadership of a single school to much needed strategic and operational leadership. The Office of the Provost had been somewhat dismantled in the prior two decades at Rochester, and the university operates under an extreme responsibility centered management model. Every school is a "tub on its own bottom," each having its own registrar, admissions office, career center, financial aid management, institutional research office, disability services, student support programs, etc. All data required for reporting associated with rankings, compliance, etc. resided in the units/schools. The Office of the Provost served as a modern-day "wrangler" to coordinate the critical operations of the university, and this had to change.

During the past five years, while serving as Provost under three different presidents and navigating the pandemic and other crises (see addendum), we have successfully consolidated the role of the registrar, moved institutional research centrally, established a chief data officer, centralized all disability services, implemented enterprise software systems that afford university-wide grant management (moving away from spreadsheet accounting), implemented a new student information system, required the university community to use a singular instance of a customer relationship management tool to enable data sharing for corporate relations, advanced a new enterprise software system for clinical trials and instituted an operational excellence team that looks across the entire university for efficiencies that can result in additional resources to invest in the academic mission. The onboarding process for faculty has been standardized through the Vice Provost for Academic Affairs, and our Vice Provost for Global Engagement has integrated all of the offices supporting international students as well as managing our relationships abroad under a single umbrella. All of these efforts required significant culture change, and all have led to enhanced services, greater efficiencies and cost savings, with more opportunities ahead.

In parallel, the University of Rochester has undertaken a much greater role within the community over the past decade, particularly with the departure of Xerox and the decline of Kodak and Bausch & Lomb as the prior corporate giants. We provide healthcare and dental care to underserved populations in Rochester and numerous students in the public school system. During my term as Provost, we have dedicated significant time and resources to East High School, assuming responsibility for a school that the state was considering closing and moving the graduation rate from 29% to 78% over a six-year period. We have held community forums and been inclusive of our neighboring communities in discussions pertaining

to our public safety officers. We continue partnering with the community and small businesses to support local, family-owned businesses that provide catering services, food trucks, and produce, as well as small restaurants within our adjacent community. Conversations related to land development and other advances have been openly discussed with community members as well as local government in partnership. Rochester is a bit larger than Tallahassee and has some of the highest poverty in our country. I have personally led the United Way Campaign for our university and actively worked to engage our community.

Finally, at both Duke and the University of Rochester, I made a point of engaging with student athletes, having lettered in four sports in high school myself. I served as a faculty resource at Duke in recruiting student athletes, and while serving as Provost at University of Rochester, I worked with our athletics director to host annual events celebrating our student athletes. With 17 National Championships in 9 different sports, collegiate athletics plays a major role in the student experience at Florida State and serves as a tremendous marketing arm for the university broadly. While having never hired an athletic director, I know how to build teams, identify talent, and enable those with expertise to lead while holding them accountable. As President of FSU, I will continue advancing opportunities for our student athletes and fostering a winning experience that extends from the classroom to the field.

The past 29 years of my career have been truly rewarding, but it is important to note that I can only take partial credit for the accomplishments noted above. I have been surrounded by an outstanding team of students, faculty, staff, fellow administrators, alumni, and corporate leaders throughout my career, and the part for which I will assume credit is talent recruitment and retention. I have always been able to identify and recruit outstanding people to work for a common mission, always acknowledging their work and attributing credit, and always supporting their personal career advancement opportunities over the needs of my own group. The advantage of doing so rests in the fact that others are attracted to this environment, and I've been able to recruit talented people to replace those who moved to new career opportunities. I strive to create an environment where all can succeed.

Creating a team focused on the mission of the university and attentive to the students, faculty, staff, and alumni is both challenging and rewarding. Students are at the center of our mission. For years I've told colleagues, alums, and trustees that every day I walk across the university campus is a privilege. With that privilege comes great responsibility. Families and students dedicate time and treasure to learning from us, and it is our responsibility to provide the best education possible for young leaders to carry into their future and help shape the way they think, conduct themselves and discourse with others for the benefit of humanity. In reviewing the materials for Florida State, I am convinced that there is tremendous opportunity for the next president to continue advancing this elite university. We are at a very unique moment in time and translating what we've learned during the pandemic to a strategic plan that will shape Florida State's ability to thrive in the rapidly changing landscape of higher education is exhilarating. I would be honored if given a chance to meet with the search committee to discuss the opportunity further.

Sincerely yours,



Robert L. Clark

Provost and Senior Vice President for Research,

Addendum

Any internet or litigation search of me will lead to references to a lawsuit that was filed against the University of Rochester as well as its president and me, in my capacity as provost, in December of 2017. In March of 2020, a federal judge dismissed all legal claims against the president and me. In May of 2020 a federal judge dismissed the lawsuit against the university following a settlement between the university and the plaintiffs.

The lawsuit originated between a group of faculty members around accusations of sexual harassment pertaining to one faculty member within their department. I was handed the appeal as a newly minted provost, and when a review of the original case was conducted by the CEO of the medical center and found not to violate policies originating from our faculty handbook at the time (which needed revisions), the university, president, and me were later named in a lawsuit focused on retaliation. As noted above, all legal claims against the president and me were ultimately dismissed by a federal judge. What I cannot change is the fact that internet searches lead to mis-representing headlines with phrases that would infer that the president and provost were involved in a lawsuit around sexual harassment. I have never harassed anyone, nor have I been accused of harassing anyone, personally or professionally.

Throughout this period and the remaining term of my appointment as provost and senior vice president for research, I continued to advance the mission of our university and serve three presidents within a 5-year window. I gained valuable experience during this time that will serve me well in future leadership roles.

David K. Coburn
P. O. Box 3003
Tallahassee, FL 32315

Dear Chairman Sasser and Search Committee Members:

I am writing to apply for the position of President of Florida State University. The University is at a critical juncture, and this position requires someone who needs little or no time to effectively assume these responsibilities. I have been committed to public service and to Florida State University my entire career, and I have had the opportunity positively impact my alma mater during those years. I have a genuine desire to lead this University, and my knowledge and experience provide precisely the background needed to assume this position at this time.

In my view, there are four main roles of a Florida State University president: leading the university on a day to day basis; working with the Board of Trustees shaping the vision for the University; generating government funding; and raising funds from the private sector. With those ideas in mind, my attached resume and the following thoughts support my application:

- I am committed to student success. I succeeded here as an honors undergraduate student and as a graduate student with a great deal of help from some wonderful faculty and staff, and that success was the foundation of my career, my marriage, indeed, the rest of my entire life. I want our current students to have similar opportunities for success.
- Having spent 34 years in that process, serving in a variety of leadership positions in the House of Representatives, the Senate, and the Governor's Office, I have a thorough understanding of how that process works, particularly the budget process. All of that knowledge and experience positions me to advocate immediately and effectively on behalf of the University in this particularly sensitive time.
- I have worked at FSU since 2012 in a variety of leadership positions, mainly as Chief of Staff to Presidents Barron and Thrasher. I have developed effective relationships throughout the university community, and an understanding of the people, the processes and the culture. For a university president to succeed, this is essential.
- During my time as Chief of Staff, I served as the liaison with the University Board of Trustees. This helped me gain a thorough understanding of the members, the processes and the culture of the Board of Trustees. It also helped me appreciate the importance of that relationship.
- Because of my broad knowledge and skill set, President Barron asked me to serve as the interim Vice President for Finance and Administration when John Carnaghi died. I served in that position for over eight months. That experience gave me a deep understanding

of the finances and budget of the University, as well as knowledge of personnel needs and the human resources systems. It also helped me understand the challenges faced by the staff of this institution and the needs they have.

- Since 2012, I have taught one or two courses each year as an adjunct instructor in the Master's Program in the Department of Political Science, and received favorable student evaluations in a highly regarded course. I have also taught in the College of Law. This experience helped me understand many of the demands of teaching at this University, as well as the needs of students. In particular, I understand the difficulties of converting courses to on line teaching in a way that promotes student success.
- As Chief of Staff and as Director of Intercollegiate Athletics, I have had the opportunity to meet and become familiar with a large portion of the University's donor base. I have also raised funds successfully on behalf of both the University and the Athletics Department, which will help me step into the presidency seamlessly.
- As Athletics Director I have managed one of the largest Auxiliaries on campus. I have dealt with serious budget issues, COVID-19, hurricanes, social unrest, and with very, very difficult personnel decisions. I know how to lead and manage in a challenging fiscal environment, and I know how to make tough decisions and I will. I have also learned how to represent this University at the conference and national levels and with many different stakeholders.
- I am committed to diversity and inclusion, and believe that diversity is vital to producing productive and successful graduates of this University. To be successful in these efforts requires commitment from the top, resources, and evaluation of administrators based on clear criteria. It also requires listening to the diverse elements of our student body, our faculty, our alumni and our staff, and acting on their input.
- I understand and value faculty governance, tenure and collective bargaining, with a clear appreciation of the role the faculty of this university have always played in its greatness. I am committed to faculty scholarship, research and creativity as keys to the University's future.
- I understand the relationship between FSU and the Seminole Tribe of Florida. I have dealt with representatives of the Tribe, and have a thorough grasp of the issues involved in that relationship.
- Mary and I have lived here all our adult lives. As a result, I have a thorough understanding of the Tallahassee community. I served on the Chamber of Commerce Board for almost four years. I am on the Board of Capital Health Plan. I have close relationships with the City Manager, the County Administrator, and many of the City and County Commissioners, and will be able to manage local relationships comfortably and seamlessly.
- I know the presidents of Florida A&M University and Tallahassee Community College. I also have working relationships with the Athletics Directors of those institutions. This

will allow me to manage those very critical relationships immediately and knowledgeably.

- My leadership style is very simple. I work very hard and share sacrifices and successes. I solicit and respect the opinions of those with whom I work, listen to their views, and make decisions that move the organization toward its goals.

I am very excited about the opportunity to serve Florida State University as its leader. I have believed this to be a great University since I arrived here as a freshman in 1969. FSU is only now gaining the recognition it has deserved for a long, long time.

I am committed to dealing with the challenges that we all know are coming. I am very confident that with our incredible alumni, students, faculty and staff, we can deal with those challenges and continue to make this an exceptional place for students to live and learn.

Sincerely,

A handwritten signature in red ink that reads "David K. Coburn". The signature is written in a cursive style with a large, stylized 'D' and 'C'.

David K. Coburn

References

Dr. Eric Barron, President, Pennsylvania State University

Ms. Lillie Bogan, Former Colleague

Mr. Ashton Henderson, Former Colleague

The Honorable Al Lawson, United States Congressman

Dr. Laura Osteen, Assistant Vice President, Tulane University

Mr. David Struhs, Former Student

Dr. Gary VanLandingham, Professor, Florida State University

David K. Coburn
P. O. Box 3003
Tallahassee, FL 32315
dcoburn@fsu.edu

Education

Juris Doctor – 1977
Florida State University College of Law

Master of Science in Planning – 1977
Florida State University, Department of Urban and Regional Planning

Duke University School of Law - 1973 – 1974

Bachelor of Science with Honors – 1973
Florida State University
Magna Cum Laude

Professional Experience

Legislative Experience

1977 – 2010 Held various staff positions in the Florida House of Representatives, the Senate and the Governor's Office that included: Chief of Staff of the House of Representatives under Speakers Mills and Wetherell; Chief of Staff of the Senate under President Pruitt; Director of the Governor's Office of Planning and Budgeting under Governor Lawton Chiles; Staff Director of the Appropriations Committees in both the House and the Senate; Staff Director of the Rules Committees in both the House and the Senate; and Legislative Analyst in the House Committee on Appropriations and the Committee on Health and Rehabilitative Services.

Higher Education Administrative Experience, Florida State University

2012 – 2018 Served as Chief of Staff to Presidents Barron and Thrasher, Florida State University; also served as Interim Vice President for Finance and Administration in 2013, and as advisor to the Chairman of the Board of Trustees and the Chair of the Presidential Search Committee during 2014; served as primary liaison to the Board of Trustees and staff to the Board Committee on Governance; provided operational management and administrative direction to support the Presidents, including planning and staffing responsibilities, allocation of resources, oversight of work of the employees within the office, and anticipation of and response to specific issues at the direction of the Presidents; also served on or chaired various

search committees at the university, including the searches for the Inspector General, the Dean of the College of Social Sciences, and the President of Seminole Boosters.

Teaching Experience, Florida State University

2011 – 2020 Taught as adjunct instructor at Florida State University in the Master’s Program in Political Science as well as in the College of Law; with Richard Herring, have taught one or two courses each year on the Florida Legislative Process and the Florida Appropriations Process; in addition, in the late 1970’s taught courses on Land Use Law and Environmental Law and Policy with Dr. Richard Klosterman in the Master’s Program in Urban and Regional Planning.

Athletics Administrative Experience

2018 – Present Served as Interim and now as full time Director of Intercollegiate Athletics at Florida State University; lead and direct all activities and programs of the Department of Athletics; also manage a budget of approximately \$100 million, fund raise, and build relationships with university alumni and supporters; sit on the President’s Cabinet, and represent the university in the Atlantic Coast Conference and the National Collegiate Athletics Association.

Consulting Experience

2010 – 2019 Provided consulting services on budget and taxation issues to various associations, lobbyists, and corporations; served as point for President Barron in the acquisition of the Donald L. Tucker Civic Center by FSU.

Academic Honors

University Fellow, Florida State University	1974-75
Fellowship, Duke University School of Law	1973-74
Phi Beta Kappa	1973

University Honors

Westcott Medal	2009
Circle of Gold	2010
College of Social Sciences and Public Policy Distinguished Alumni Award	1992

Community Service

Capital Health Plan - Board Member, Treasurer
Dick Howser Center for Cerebral Palsy - Former Board Member
Florida State University College of Law Alumni Association - Former Member, Board of Directors
Tallahassee Chamber of Commerce – Former Board Member

DIVERSITY STATEMENT

I believe in the dignity and worth of every human being. I have tried to live my life in accordance with that belief, and in my view, any effective, values-based institution must reflect that belief.

Universities are places where students, faculty and staff are exposed not only to new and different ideas, but also to people new and different from themselves. In order to prepare our students to thrive, lead and succeed in this rapidly changing world they must interact with and learn from a diverse community of students, faculty, and staff.

Ultimately, responsible leadership in a university creates an equitable environment in which all students, faculty, and staff can succeed; helping them improve both the institution and society at large. I have had the opportunity, both in the legislature and in athletics, to recognize and identify gaps in our practices of hiring for a diverse community. I have tried to close these gaps with recruiting, mentoring and retention.

To improve the diversity of our community, aggressive recruiting is required. This involves commitment from the top, setting goals, creating metrics, providing intentional search committee training, and holding supervisors accountable. It also requires resources, and a commitment from leadership to provide those resources.

I believe that developing, mentoring and training a diverse student, faculty and staff community will not only ensure the realization of our university mission, it will sustain and support our future as an equitable, inclusive university where everyone succeeds. Being known for this will attract students, faculty and staff committed to an educational environment grounded in the dignity and worth of every human being and the university we all envision.

My brief time in athletics has taught me many lessons. One of the most valuable is how much leaders must care about diversity and inclusion. A wise man once said, "The opposite of love is not hate, it is indifference." I believe that if you care, you try. It is my personal, ethical, and moral responsibility to try every day.

RICHARD M. CORCORAN, ESQ.
CURRICULUM VITAE

EDUCATION

REGENT SCHOOL OF LAW, Virginia Beach, Virginia, Juris Doctor, 1996

ST. LEO UNIVERSITY, Saint Leo, Florida, Bachelor of Arts, International Studies, 1989

SKILLS

- Executive Management • Education Expertise • Organizational Leadership
- Strategic Planning & Communications • Facilities Management • Resource Development & Fundraising • Government Management • Budget Management • Staff Development & Training • Negotiation & Consensus Building • Advocacy •

PROFESSIONAL EXPERIENCE

FLORIDA DEPARTMENT OF EDUCATION

Commissioner of Education, 2018 to Present

- Chief state school and educational officer, and administrative head of the Florida Department of Education
- Assists the State Board of Education in implementing compliance with the mission and goals of the K-20 education outside the authority of the State University System
- Coordinates and presents to the State Board of Education annual budgets for public schools, community colleges, colleges and universities, and related education activities
- Manages an annual budget that is approximately \$25 billion
- Leads and oversees 15 divisions and offices, with over 2,200 employees
- Provides support to the Office of Early Learning, which serves more than 1 million children under the age of 5 at nearly 11,000 providers
- Supports over 2.8 million K-12 public school students, 318,000 full-time staff, 176,000 teachers, 4,000 traditional public and charter public schools, and 73 superintendents
- Coordinates with the Florida College System, comprising 28 public colleges, with over 46,000 employees, 733,000 students, and 73 campuses, offering over 200 four-year degree programs.
- Oversees Career and Technical Education, serving over 90,000 students and 48 intuitions supporting workforce education
- Appoints staff required to carry out duties and functions of the Florida Department of Education in a manner that meets legislative intent and promotes both efficiency and accountability

- Hires, develops, trains, and supervises a highly efficient senior management and leadership team
- Provides technical assistance to 73 school districts, and all traditional public and public charter schools, as well as private schools participating in any state scholarship programs
- Provides advice and counsel to the State Board of Education and the Florida College System Council of Presidents on all matters pertaining to education
- Collaborates with other public agencies to implement policies and programs required by law
- Develops guidelines and procedures necessary to be used by district school boards and all other local educational agencies to assure uniformity, accuracy, and efficiency in the keeping of records, the execution of contracts, the preparation of budgets, or the submission of reports
- Implements school improvement and education accountability designed to provide all students the opportunity to attend a high-quality school and attain improved educational outcomes
- Oversees the Florida Instructional Materials Adoption process for K-12
- Prepares, publishes, and disseminates user-friendly materials relating to the state's education system, including the state's K-12 scholarship programs and the Voluntary Prekindergarten program
- Appoints or serves on over 60 boards impacting education throughout Florida.
- Serves on the Florida Board of Governors, as the governing body for the State University System of Florida

Key Accomplishments

- Unanimously confirmed by the State Board of Education
- Upon taking office, implemented changes to remove a teacher certification backlog at the Florida Department of Education. Approximately 31,000 applications, of which a majority had been in languishing longer than the statutory limit of 90 days
- Issued recommendations to reopen Florida's schools and a plan for the CARES Act, designed to work together to ensure every student in Florida continued to receive a world-class education
- Provided detailed guidance on reopening schools and providing continuous educational options to families through issuing Emergency Orders – 2020-EO-06: Further Guidance for Closing Achievement Gaps and Creating Safe Spaces for Learning and 2020-EO-07 - Spring 2021 Improvements
- Reviewed and worked with superintendents and district leadership on approving reopening plans for fall and spring for 73 school districts during the 2020-21 school year
- Implemented comprehensive, statewide collaborative, and multi-year process to adopt Florida's Benchmarks for Excellent Student Thinking (B.E.S.T.) Standards for math and English Language Arts, which had been based on Common Core
- Secured a multi-year, \$5 million grant to create the Florida Civics and Debate Initiative to elevate civic literacy, promote the expansion of debate and speech

programs to all of Florida's public school districts, and professional development for high-quality teachers

- Identified \$15.8 million in federal funding to be redirected to support Title I schools with a grade of D or F to help financially incentivize and recruit nearly 1,100 'highly effective' and 'effective' teachers for the students in these struggling schools
- Implemented dozens of school safety recommendations recommended by the Marjory Stoneman Douglas High School Public Safety Commission, including strengthening compliance and expanding school districts' access to the Guardian Program, ensuring the safety and security of every school
- In three years, secured over \$295 million in mental health funding for districts and schools to establish care for students and \$16.5 million to continue evidence-based youth mental health awareness and assistance training for school personnel to identify and understand mental health and substance abuse problems
- Expanded opportunities for career and technical education to chart the course for Florida to be #1 in the nation in workforce education by 2030 and worked with industry experts to develop 'Florida's Strengthening Career and Technical Education for the 21st Century Act' (Perkins V)
- Advocated for and secured, the highest ever per-pupil spending totals at \$7,793 per student for 2020-21 and the most significant increase to the Base Student Allocation in 2019-20 since 2015-16
- Championed and secured \$500 million to address the chronic below-average compensation of Florida's teachers, raising the minimum teacher salary and resources to increase veteran teachers and other instructional personnel, boosting Florida from the bottom five to the top 5 in the nation for starting teacher pay
- Stabilized Florida Virtual School (F.L.V.S.) by appointing a new C.E.O., ushering in a leaner and more skilled leadership team, saving \$660,000 by cutting bloated salaries and contract lobbyists, using those savings to provide pay increases for F.L.V.S.' teachers, right-sizing the reserve balance
- Demanded and ultimately helped guide a necessary leadership change at The Able Trust, the direct-support organization for the Division of Vocational Rehabilitation providing additional resources to provide services

FLORIDA HOUSE OF REPRESENTATIVES

Speaker, 2016 to 2018

- Elected unanimously by fellow Representatives
- Performed all duties as Speaker, which is a constitutional officer who leads the House for a two-year term
- Oversaw, managed, and was ultimately responsible for the overall operations of the House
- Responsible for over \$80,000,000 in total budgets, and approximately 500 employees and 120 elected Representatives
- Presided over House sessions
- Appointed all members, vice-chairs, and chairs to House Committees and Joint Committees

Speaker-Designate, 2014 to 2016

- Chair of Appropriations Committee
- Alternating Chair of Joint Legislative Budget Commission
- Vice-Chair of Budget Conference - At Large
- Member of the Rules and Calendar Committee
- Strategically planned with other members timeline for execution during speakership

State Representative, 2010 to 2018

- Chair of Select Committee on Redistricting (2014)
- Chair of Health and Human Services Committee (2013-2014)
- Chair of House Select Committee on Patient Protection and Affordable Care Act (2013-2014)
- Vice-Chair of Health Care Appropriations Subcommittee (2012)
- Member of Appropriations Committee (2012-2014)
- Member of Rules and Calendar Committee (2012-2014)
- Member of Health and Human Services Committee (2012)
- Member of K-20 Competitiveness Subcommittee (2011-2012)
- Member of House Redistricting Subcommittee (2011-2012)
- Member of Health and Human Services Committee (2011-2012)
- Member of Health Care Appropriations Subcommittee (2011)
- Member of Rulemaking & Regulation Subcommittee (2011)
- Member of Select Committee on Government Reorganization (2011)
- Co-wrote Blueprint Florida, a guide to cleaning up government, leading selflessly, and focusing on the people's interest

Key Accomplishments

Higher Education Legislation

- Higher Education Excellence Act - Increased access and affordability, supporting meaningful research, and raising the national prominence of the State University System (2018)
- Performance funding in higher education (2018)
- Expansion of Bright Futures (2018)
- Development of Need-Based Aid for College Students (2018)
- Substantially Enhanced the Funding of State-Based Universities Medical, Law, and Business Graduate Schools (2018)

K-12 Education

- Largest teacher Pay Increase in Florida's history (2019)
- Hope Scholarship for Bullied Students (2018)
- Schools of Hope (2017)

Ethics Reform

- Spearheaded the most aggressive sexual harassment state reforms in history (2018)
- Strictest lobbying ban in the country on former legislators (2017)
- Required lobbyists to file notices of appearances on issues (2017)
- Lobbyists prohibited from contacting legislators electronically during a public meeting (2017)
- Florida House of Representatives members banned from traveling on private jets owned by lobbyists, enter into business deals or financial relationships with lobbyists (2017)
- Private contracts must be disclosed and noticed in advance if lobbyists are representing public entities or any institution receiving taxpayer funding (2017)

Fiscal Transparency and Accountability

- Fought for the most far-reaching budget transparency rules in state history (2018)
- Health care savings for employees and state, providing more options for employees (2018)
- Fought for and achieved price transparency (2017)
- Led reforms of Visit Florida and Enterprise Florida (2017)
- Guided reform of Port Tampa Bay Executives' expenses (2017)
- Led reforms for public-private partnerships to address abuse (2017)
- Stopped expansion of stadium subsidies (2014)

Justice

- Increased transparency in the criminal justice system (2018)
- According to an article in *Wired Magazine*, "Recently some local governments, including California's, have taken steps to make county-level criminal justice data public, but experts say no state has gone as far as the Florida bill. It's the first state to require this level of transparency at the case-by-case level, unlocking a wealth of nuanced information that could help lawmakers more easily detect the kind of problematic patterns and biases that plague courts and law enforcement agencies across the county." (2018)
- Lead the official apology by the Florida House for abuses at the Dozier School for Boys and the creation of two memorials for victims (2017)
- Advocated for led effort for a formal acknowledgment of wrongdoing and an apology by the Florida House to survivors of Groveland Four, encouraged formal pardon by Florida's Clemency Board (2017)

BROAD & CASSEL

Of Counsel, 2011 to 2018

- Non-partner member of the law firm
- Advised clients and represented their legal rights
- Performed other legal duties for clients as necessary
- Engaged in other activities relating to firm development and client development

CORCORAN LAW FIRM, P.A.

Partner-Owner, 2007 to 2011

- Provided representation in civil cases.
- Prepared documents and pleadings
- Appeared in court to advocate on behalf of clients
- Advocate on behalf of clients in court proceedings
- Served as lead counsel in jury trials

FLORIDA HOUSE OF REPRESENTATIVES

Chief of Staff/Special Counsel for Florida House of Representatives Speaker Marco Rubio, 2006 to 2007

- Chief Administrative and Operating Officer for the Florida House of Representatives
- Functioned as the chief administrator of a high-profile public organization with approximately 500 employees, maintaining accountability to 120 Florida Representatives and the citizens of Florida
- Cultivated productive relationships with members, administrators, and staff members in both houses of the Florida Legislature
- Maintained up-to-the-minute knowledge of key issues, changing political climates, and evolving priorities to build cooperation and effectively manage affairs in a sensitive, fast-paced setting
- Setup and maintained open lines of communications with the Senior Staff in the Florida Senate
- Provided all legal counsel and guidance to the House Speaker and other House members as required
- Reviewed and finalized all legal opinions on behalf of the Florida House of Representatives
- Formulated and recommended policies and procedures; conducted assignments of a specialized or technical nature; and represented the Speaker and Chairs of other legislative units at various conferences and meetings as delegated
- Reorganized and Streamlined the House Committee structure and retrained, hired, and re-tasked professional staff
- Directed the implementation of all administrative, fiscal, personnel, and public relations activities for the Florida House
- Oversaw all affairs of the Florida House; the Office of the House Speaker, the Office of the House Clerk, the Office of the Sergeant-at-Arms
- Served as the liaison between the Speaker and the House membership with the shared oversight of Joint Legislative Committees/Offices
- Directed and supervised the daily administrative, fiscal, personnel, and public relations activities for the House or other legislative units; made recommendations to the House Speaker regarding such activities
- Provided advice and policy guidance to the House Speaker; reviewed and recommended revision of existing policies and adoption of new policies, ensuring

that such policies and directives of the House or other legislative unit were implemented

- Advised the House Speaker on certain technical areas and provided specialized professional and administrative services; provided liaison with legislative committees
- Reviewed correspondence and formulated replies within areas of assigned responsibility
- Responded to requests from members and staff of the Legislature, other state and federal agencies, professional organizations, the media, and the general public
- Coordinated with Senate, and other legislative joint unit counterparts on issues affecting all elements of the Legislature
- Provided for the dissemination of pertinent information to Legislators, staff directors, and unit directors where applicable
- Planned workflows, deadlines, and work objectives with staff
- Directed the work of employees to ensure maximum use of time and resources
- Facility manager ultimately responsible for managing, maintaining, and care of all House facilities and jointly accountable for House-Senate jointly controlled facilities, including those in the state capitol building

REPUBLICAN PARTY OF FLORIDA

Chief of Staff/Special Counsel for House Campaigns, 2004 to 2006

- Responsible for fundraising to support House Republican Campaign efforts - approximately \$18,000,000
- Strategic campaign planning and allocation of resources
- Training and supervision of field staff
- Agenda development

CORCORAN & CORCORAN, P.A.

Partner, 1999 to 2004

- Advised clients and represented their legal rights
- Provided representation in criminal and civil trials
- Prepared documents and pleadings
- Appeared in court to advocate on behalf of clients
- Performed other legal duties for clients as necessary

AFFILIATIONS

Florida Board of Governors, Member, 2019 to Present

Council of Chief State School Officers, Member, 2019 to Present

Florida Council of 100, Member, 2018 to Present

Florida Bar, Member *In Good Standing*, 1999 to Present

MILITARY EXPERIENCE

U.S. Naval Reserves, Rank E-4, 1987 to 1993

- Expert Rifleman Award
- National Defense Medal
- U. S. Naval Reserve Meritorious Service Medal

PERSONAL

Commissioner Richard Corcoran was born in 1965 and moved to Florida as a child in 1976. Both of his parents grew up during the Great Depression and fought in World War II. They instilled a great sense of pride in public service and duty in him at an early age. From them, Commissioner Corcoran developed the principles by which he and his wife of over 27 years, Anne, who is also an attorney, teach their six children today.

Commissioner Corcoran grew up in Pasco County, Florida, where he graduated from Hudson High School. He earned a Bachelor's Degree from St. Leo College in 1989 and a Juris Doctorate from Regent University in 1996. While enrolled in college, Richard also served in the U.S. Naval Reserves, a Petty Officer 3rd Class.

Commissioner Corcoran has been a practicing attorney in Florida for 22 years. He also served as the Speaker of the Florida House from 2016-2018. During his tenure in the state House, he pushed through over \$10 billion in tax cuts, eliminating over 5,000 regulations and passing the most robust ethics and transparency laws in state history.

Commissioner Corcoran is a passionate advocate for improving the education system in Florida. He fully believes every child can learn and that all children deserve the opportunity to receive a world-class education.

STRATEGIC PLANS & PUBLICATIONS

Wrote with the Florida Department of Education a Five-Year Strategic Plan to transform education in Florida.

[Strategic Plan \(fldoe.org\)](https://fldoe.org/strategic-plan)

Plan for Reopening Florida's Schools and CARES Act (2020) – [Reopening Florida's Schools and CARES Act \(fldoe.org\)](https://fldoe.org/reopening-florida-schools)

Benchmarks for Excellent Student Thinking (B.E.S.T.) Standards in Math and English Language Arts (ELA) (2020)

- B.E.S.T. ELA Standards - [ELA B.E.S.T. STANDARDS \(fldoe.org\)](http://fldoe.org)
- B.E.S.T. [Math Standards](http://cpalmsmedia.net) - [MATH B.E.S.T. STANDARDS PDF \(cpalmsmedia.net\)](http://cpalmsmedia.net)

Blueprint Florida (2012) - [2012-Blue-Print-Florida PDF \(typepad.com\)](http://typepad.com)

100 Innovative Ideas for Florida's Future (2006) - [100 Innovative Ideas for https://www.amazon.com/100-Innovative-Ideas-Floridas-Future/dp/1596985119](https://www.amazon.com/100-Innovative-Ideas-Floridas-Future/dp/1596985119)
Florida's Future: Rubio, Marco (Amazon.com)

SIGNIFICANT LEGAL VICTORIES

Prevailed (2020)

Richard Corcoran, in his official capacity as Speaker of the Florida House, v. City of Tampa. Sued the City of Tampa for imposing an illegal tax mischaracterized as a "tourism marketing assessment." A Hillsborough judge struck down the 2017 Tampa ordinance in February of 2020. Circuit Court Hillsborough County. [2a7c835d-cba0-4a5b-89d1-df9eb785172c.pdf \(constantcontact.com\)](http://constantcontact.com)

Prevailed (2017)

Richard Corcoran, in his official capacity as Speaker of the Florida House v. Florida Lottery. Sued the Florida Lottery for violating the separation of powers by entering into a multi-million-dollar contract without legislative approval. A judge, after a one-day bench trial, agreed with Speaker Corcoran and held that the lottery contract with the vendor was "void and unenforceable". Circuit Court of Leon County. [Judge sides with House speaker in lawsuit in Florida Lottery contract dispute with Scott administration - News - The Florida Times-Union - Jacksonville, FL](http://news-the-florida-times-union-jacksonville-fl)

Prevailed (2016)

Richard Corcoran, in his official capacity as Speaker of the Florida House, v. PDR Productions, Inc., Sued Pitbull's management company for failing to release a contract with the state entity VISIT Florida for advertising services. Pitbull released the contract within a few days of the lawsuit on his Twitter account, making the case moot. Pitbull agreed that the contract should not be kept a secret, and the VISIT Florida chief resigned for not being open and transparent. Leon County Circuit Court. [VISIT FLORIDA Chief to Resign Following Pitbull Deal | Condo Owner Magazine \(condo-owner.com\)](http://condo-owner.com)

Prevailed (2017)

Established a Committee to decide whether to bring impeachment proceedings against a judge who made racist and sexist remarks. Judge resigned. Jacksonville County Circuit Court. [Florida judge with sexist and racist views resigns \(Daily Mail Online\)](http://daily-mail-online.com)

Prevailed (2017)

Publicly suggested legal action against the Florida Supreme Court for allowing the Chief Justice to assign a retired justice to serve as an eighth justice on the court and to pay state funds to that retired an uncommissioned judge. Prepared but did not file quo warrant petition since the Florida Supreme Court changed their rules to prohibit the practice. [Court order on retired Supreme Court Justice Perry stops threatened lawsuit by Speaker Corcoran | Naked Politics \(typepad.com\)](#)

Prevailed (2017)

Threatened lawsuit demanding transparency from local tourism boards on expenses. Required data to review to ensure vendor contracts are transparent. Tourism boards complied once they were required to release information in audits. [Speaker Richard Corcoran demands data from 38 economic, tourist groups \(miamitodaynews.com\)](#)

Prevailed (2017)

Appointed two legislators to investigate legal fees in water wars. The law firm agreed to decrease its fees by almost \$4 million. [Corcoran appoints two legislators to investigate 'water wars' legal bills | Naked Politics \(typepad.com\)](#)

Prevailed (2010)

Weber v. Mobil Oil Corp. District Court of Custer County, Oklahoma. Represented plaintiffs in a class-action lawsuit against Exxon Mobil for fraud and contractual claims based upon the company improperly deducting operating expenses from royalty payments. Settled for \$30 million in 2010.

Prevailed (2010)

Represented plaintiffs in lawsuits over MTBE in city water. Clients included City of Crystal River and Tampa Bay Water. [NY, Fla. Towns Settle MTBE Suits With Shell, BP \(Law 360\)](#)

PRESENTATIONS

Press Conference with Governor DeSantis on Education Proposal for "Civic Literacy Excellence" Initiative (2021)

Press Conference with Governor DeSantis Proposal for "Get There Faster" Initiative (2021) [Florida Governor DeSantis makes education announcement \(wflx.com\)](#)

Roundtable discussion on Facebook Live with Rep. Shevrin Jones on Education, (2021)

Press Conference with Governor DeSantis and First Lady Casey DeSantis Announcing Resiliency Initiative for Florida Students (2021) ['Changing the narrative on mental health': First lady Casey DeSantis announces initiative aimed to help students through tough times \(WFLA\)](#)

Press Conference with Governor DeSantis Discussing COVID-19 and Education (2020) Education commissioner: Florida students struggling in remote learning could be moved back to in-person | wtsp.com, LIVE: Florida Governor DeSantis holds COVID-19, education press conference (YouTube)

Florida College System Council of Presidents Meeting Presentation (2020)

White House Roundtable Discussion About Reopening Schools (2020) Appearing at White House, Richard Corcoran touts Florida's emergency order on reopening schools (wtsp.com)

Education Roundtable with Governor DeSantis on Education (2020) Governor DeSantis, education commissioner talk Hillsborough schools after state rejects online plan (wtsp.com)

Roundtable with Governor DeSantis on Reopening Schools (2020) DeSantis favors return of school sports in Florida (YouTube)

Teacher of the Year Press Conference (2020) Press Conference on the 2021 Teacher of the Year (The Florida Channel)

A Message from Commissioner Corcoran on Covid-19 and CDC Guidelines (2020) A Message from Commissioner Richard Corcoran regarding Covid-19 (YouTube)

University of South Florida YMCA Civic Fellows Program Meeting Featured Speaker (2020)

Governor DeSantis Press Conference on Reopening Schools (2020) Governor introduces plan to reopen Florida schools (clickorlando.com)

Florida School Boards Association Featured Speaker (2020)

Association of Florida Colleges Trustee Commission Legislative Conference (2020)

Florida College System Council of Presidents' Meeting (2020)

Miami-Dade and Broward Teachers Unions' "State of Education Town Hall Meeting" Featured Speaker (2019)

Florida Standards Listening Tour to Replace Common Core (2019)

Florida Association of District School Superintendents (2019)

The Argus Foundation "Meet the Minds Luncheon" Featured Speaker (2019)

Panhandle Tiger Bay Club Featured Speaker (2019)

Press Conference with First Lady Casey DeSantis on Mental Health and Education (2019)

Florida Chamber of Commerce “Learners to Earners Workforce Summit” (2019)
Richard Corcoran: Education is freedom (floridapolitics.com)

Press Conference and Educational Roundtable with Governor DeSantis Discussing Education Priorities (2019)

Florida Chamber of Commerce “Legislative Fly-In” (2019)

American Federation for Children National Policy Summit (2018) AFC Summit Day 2 - clip - Corcoran Award presentation (YouTube)

Jacksonville University Public Policy Institute Featured Speaker (2018)

Press Conference with Legislative Leaders on Open Data Legislation (2018) Press Conference on Open Data Legislation (The Florida Channel)

Opening Day of Session Address (2018) House Speaker Richard Corcoran 2018 Opening Day Address (YouTube)

Associated Industries of Florida Annual Conference Featured Speaker (2017)

Press Conference on Tax Reform with Governor Rick Scott (2017) Press Availability with Governor Rick Scott and House Speaker Richard Corcoran (The Florida Channel)

Tampa Con Café Lecture Series Presentation (2017)

Press Conference with Governor Rick Scott (2017) Press Availability with Governor Rick Scott (The Florida Channel)

“Fighting for Florida Victory Tour” with Governor Rick Scott and House Speaker Richard Corcoran (2017)

Panhandle Tiger Bay Club Featured Speaker (2017)

Opening Day Speech for Legislative Session (2017)

The Argus Foundation (Sarasota) Featured Speaker (2017)

Forum Club of the Palm Beaches Featured Speaker (2017)

Associated Press Legislative Planning Session Featured Speaker (2017) Associated Press Legislative Planning Session with House Speaker Richard Corcoran (The Florida Channel)

Opening Day of Session Speech (2016)

Sayfie Review's 2016 Leadership Forum (2016)

4th Annual Florida TaxWatch Principal Leadership Awards (2016)

National Federation of Independent Businesses Featured Speaker (2016)

Florida Chamber of Commerce Featured Speaker (2016) Florida Chamber of Commerce Capitol Briefings - House Speaker Designate Rep. Corcoran (The Florida Channel)

Speaker Designation Ceremony Remarks (2015) Republican House Speaker Designation Ceremony for Representative Richard Corcoran (The Florida Channel)

Florida Chamber of Commerce Featured Speaker (2014) 2014 Session Preview - Representative Richard Corcoran (YouTube)

ACCOLADES AND HONORS

United Cerebral Palsy of Central Florida Champion for Children Award (2020)

State University System Legislative Champion Award by Florida Board of Governors (2018)

Independent Colleges and Universities of Florida President's Honor Roll (2018)

American Federation for Children Policymaker Award (2018)

Dr. Francis Bartlett Kinne Distinguished Service Award by Jacksonville University (2018)

Junior Achievement of South Florida's Man of the Year (2018)

Champion of Term Limits by U.S. Term Limits (2017)

Florida Health Care Association's Legislative Champion for the Elderly (2017)

Florida Sheriffs Association's Legislative Champion (2017)

Healthy Families of Florida Leadership Award (2016)

Independent Colleges and Universities of Florida All-Star (2014)

Veterans of Foreign Wars of the United States, Department of Florida, Legislator of the Year (2013-2014)

Politician of the Decade #2, *Florida Politics* (2020) No. 2 on the list of Florida Politicians of the Decade: Richard Corcoran (floridapolitics.com)

Winner of Session, *Florida Politics* (2018) Column: Winners, losers in Florida's 2018 general election | Columnists (yoursun.com)

Biggest Winner, *Florida Politics* (2017) Winners and losers emerging from the 2017 Legislative Session (floridapolitics.com)

Session 2017 Winner, *Tampa Bay Times* (2017) The Buzz: Florida's political winners and losers of the year (tampabay.com)

Session 2017 Winner, *Palm Beach Post* (2017) Winners, losers during the 2017 legislative session - News - The Palm Beach Post - West Palm Beach, FL

Session 2017 Winner, *Florida Politics* (2017) Winners and losers emerging from the 2017 Legislative Session (floridapolitics.com)

#1 Most Powerful Politician in Tampa Bay, *Florida Politics* (2017) #1 on list of Tampa Bay's Most Powerful Politicians – Richard Corcoran – (SaintPetersBlog)

Session 2016 Winner, *RSA Consulting* (2016) Takeaways from Tallahassee: Winners & Losers of the 2016 Legislative Session – RSA Consulting (rsaconsultingllc.com)

NATIONAL NEWS APPEARANCES

CNN, *The Lead with Jake Tapper*, Florida Education Commissioner Richard Corcoran discusses student in-person learning (2020)

NPR, *All Things Considered*, Reporter Ailsa Chang interview Florida Education Commissioner Richard Corcoran about the state's response to reopening schools (2020)

C-Span, Florida Governor DeSantis News Conference on Response to Coronavirus. Governor DeSantis, Commissioner of Education Richard Corcoran, and the Florida surgeon general delivered remarks (2020)

CNN, *Newsroom*, Reporter John Berman interviews House Speaker Richard Corcoran on Marjory Stoneman Douglas shootings (2018)

Fox News, *The Ingraham Angle*, Speaker Corcoran discusses the Marjory Stoneman Douglas shootings (2018)

Fox News, *Tucker Carlson Tonight*, House Speaker Richard Corcoran discusses the shooting at Marjorie Stoneman Douglas (2018)

C-Span, *Washington Journal*, Current House Speaker Richard Corcoran joined the show to discuss issues of importance to Florida's Legislature during C-Span's "50 Capitals Tour" series (2017)

C-Span, Florida Delegation Breakfast presentation (2016)

C-Span, Road to the White House 2016, Sunshine State Summit, Florida House Speaker Richard Corcoran remarks (2015)

STATEWIDE NEWS APPEARANCES

The Florida Channel, *Florida Face to Face*, House Speaker Richard Corcoran Discusses Legislative Matters (2017)

CBS Miami, *Facing South Florida with Jim DeFede*, House Speaker Richard Corcoran Discusses the Upcoming 2018 Legislative Session (2017)

News4Jax, *This Week in Jacksonville*, House Speaker Richard Corcoran Speaks with Kent Justice and Rick Mullaney (2017) [Speaker Richard Corcoran on "This Week in Jacksonville"](#) (YouTube)

WJCT News, *Policy Matters*, Host Rick Mullaney, Director of Jacksonville University's Public Policy Institute, Talks with House Speaker Richard Corcoran (2017)

WTVT Fox 13, *Money, Power, and Politics*, House Speaker Richard Corcoran Discusses 2017 Session (2017) [Richard Corcoran on WTVT - July 9](#) (YouTube)

BayNews 9, *Political Connections*, House Speaker Speaks with Host Al Ruechel About the 2017 Legislative Session (2017)

The Florida Channel, *Face to Face*, Speaker Corcoran Discussed State Legislative Matters (2017) [Florida Face to Face - House Speaker Richard Corcoran](#) (The Florida Channel)

WTVT Fox 13, *Money, Power, and Politics*, House Speaker Richard Corcoran Discusses the Upcoming 2017 Session (2017) [Florida House Speaker Richard Corcoran Interview - YouTube](#)

PROFILES

One-on-One with Florida's Next Education Commissioner, WTSP (2018)
[One-on-one with Florida's next education commissioner, Richard Corcoran](#) (wtsp.com)

Heavy Hitter: Florida Speaker Richard Corcoran Wields Power, Florida Trend (2017)
[Heavy Hitter: Florida Speaker Richard Corcoran wields power | Legislature 2017](#) (Florida Trend)

Richard Corcoran New Speaker of the House, ABC Action News (2016) [Richard Corcoran new Speaker of House \(YouTube\)](#)

Corcoran Looks for 'Transformational' Time as Speaker, WUSF Public Media (2016)
[Corcoran Looks For 'Transformational' Time As Speaker \(WUSF Public Media\)](#)

House Speaker Richard Corcoran Sits Down to Discuss Socioeconomics and Education, Tripp Scott's President Ed Pozzuoli (2016) [Richard Corcoran, Speaker of the Florida House \(YouTube\)](#)

TESTIMONIALS

Florida #2 Politician of the Decade, Florida Politics (2019)

"No House Speaker in modern history has wielded as much power before, during, and after their two-year term as Richard Corcoran ... Perhaps his best-known moment pre-Speakership came in the eleventh hour of the 2015 Legislative Session, when the then-House Budget Chief single-handedly scuttled the Senate's \$2 billion plan ... That famously fiery rant saw Corcoran declare war on the 'Gucci-loafing, shoe-wearing special interest powers that be.' And it was also in that moment that the rest of the state caught on to what those serving in the Legislature already knew: Corcoran was running the show."

Tampa Bay Times (2018)

"As Speaker, Corcoran's zeal for policy, cunning legislative tactics, and ability to cultivate loyalty in his party made him a powerhouse."

Tampa Bay Times (2017)

"Corcoran is the most unpredictable force in Florida politics in decades. He's a fearless political marksman who uses laws, rules, tweets, videos, lawsuits, and sheer nerve to lay waste to what he calls a 'culture of corruption' in Tallahassee."

The Florida Squeeze Blog (2018)

"It's difficult to not admire and respect Corcoran even in a begrudging manner. He's changed the game in Tallahassee with his force of will and courage in his convictions. He's made it clear how comfortable so-called conservatives have become with the same government that they detested before they were in power. He's put the fear of god into Tallahassee-based lobbyists. Progressives need a Corcoran of our own in Florida. Someone who understands how to obtain and exercise power yet has enough courage in her/his convictions to not let power force an unwise compromise. Simply put we need an elected official or strong candidate for high office willing to buck the establishment but unlike so many who have run before, actually knows how to work the system to garner power. Democrats and progressives can learn a lot from Richard Corcoran. We

don't like where he stands, but unlike so many in a corrupted process based upon cronyism at least he does take a stand."

Watchdog.org (2017)

"House Speaker Richard Corcoran began his two-year speakership in November by promising a 'transformational leap' in government accountability and transparency...Such pronouncements are often uttered by politicians...But one week into Florida's annual legislative session the hard-charging Republican reformer from Land O' Lakes has a lot to show for his audacious accountability talk."

The Tallahassee Democrat (2016)

"So, which one of these guys is the real pitbull? On the one side, we have the Miami rapper who performs under the *nom d'artiste* "Pitbull". He was hired by the state to promote tourism, but that's about all Visit Florida thinks you need to know about the arrangement. Terms of his contract — like how much he gets paid or what precisely, Mr. Bull does for it — are trade secrets. On the other side, we have Richard Corcoran, the newly unleashed Speaker of the House. He seems to think the public deserves to know how public agencies spend public money for public purposes...Judging by his two years as appropriations chairman and his first weeks as Speaker, comparing Corcoran to a pitbull might be unfair to the tenacious terrier."

Orlando Sentinel Interview with Ben Wilcox (2016)

"The ethics and lobby reform rules proposed by Corcoran...represent a significant step forward and will help reduce the influence of powerful lobbyists and bring more transparency to the state budget process. The new House rules are unprecedented in their scope and address issues that fuel public cynicism about politics and the influence of lobbyists on public policy. The rules are a strong statement by the new House speaker that he intends to, as he says 'change a political culture that is more beholden to special interest than to the people of Florida.' ... I know of no other state that has taken such a comprehensive approach to lobby reform."

Senator Janet Cruz, Leadership Designation Ceremony for Speaker Corcoran (2016)

"In my estimation, over 80% of the bills we pass are bipartisan measures that seek to resolve issues plaguing our state with common sense solutions and shared problems. And, while I know that we will have our fights as we should in a representative democracy, I truly do appreciate the efforts of my friend, Richard Corcoran. He includes us, the dissenting voices in this process."

Lt. Governor Jeanette Nunez, Leadership Designation Ceremony (2016)

"Speaker-designate Corcoran is bold, he's principled, and he's visionary. He's someone who's always looking ahead and always looking at ways to upend the proverbial system, in case you haven't noticed. Buckle your seatbelts because it's going to be an interesting ride, because he never drives in neutral. It's always forward and full steam ahead."

Speaker Chris Sprowls, Leadership Designation Ceremony (2016)

“Members, just a few short days ago this House released a series of proposed changes to our rules that will fundamentally change the culture of our Chamber, hold us all to a higher standard, and provide an unprecedented level of transparency for all Floridians to see. These rules were worked on collaboratively and in a bipartisan fashion, but at the visionary direction of one person, Richard Corcoran ... History is so replete with examples of political misdeeds that now when someone comes along who defies all of this... we remain in disbelief. But I can tell the men and women of this caucus what you already know. With Richard Corcoran, it’s real.”

Ambassador Carlos Trujillo, Leadership Designation Ceremony (2016)

“If you hear Richard’s story, you realize that it took a lot of hard work and sacrifice to get here. He ran for office a few times before ultimately winning. He has never been the front-runner and has always been the underdog, but through resolve and hard work he’s standing here... His litmus test for making decisions is convictions and principles ... Here are a few things that I know about Richard. I know that Richard will do what is right regardless of the consequences. I know that he listens to and inspires members and he develops long-lasting relationships with them. I know that he’s a visionary who empowers members.”

RICHARD M. CORCORAN, ESQ.

19009 Falcon Crest Blvd
Land O Lakes, FL 34638-6155

May 7, 2021

Alberto Pimentel, Managing Partner
Storbeck/Pimentel & Associates
6512 Painter Avenue
Whittier, CA 90601

Dear Mr. Pimentel,

Allow me to take this opportunity to express my sincere interest in leading Florida State University as its next President. Higher education is a critical component in developing citizens, innovators, entrepreneurs, employees, healthy institutions, and a just and fair government. Leading Florida State University, a Top-20 Public University in the greatest state in the country, would be the honor of a lifetime.

This is an exciting time in the history of Florida State University. President John Thrasher has propelled the university to great success. He has done this because he possesses an unusual combination of strengths, including strategic planning, social skills, collaborating with stakeholders, fundraising, legislative experience, and executive leadership skills. I am confident that my track record reflects a similarly broad array of abilities, allowing me to build upon his impressive legacy.

Let me now address the credentials the advertisement for the position suggests and how my background, experience, and skills relate to these qualifications.

Reporting to the FSU Board of Trustees, the President serves as the university's chief executive officer and provides senior administrative leadership for all campus programs, services, operations, and activities.

As a practicing attorney, elected official, and public servant, I have spent my entire career "reporting" to others.

In my professional, private life, I represent my client's interests in negotiations, arbitrations, and legal proceedings. While I am their advocate and legal advisor, I serve their interests, not mine. They do not always follow my advice, but regardless, I advocate aggressively on their behalf when they decide on the direction they wish to pursue.

In my roles as Speaker of the Florida House of Representatives and Florida's Education Commissioner, I reported to many people and constituencies. I honed the administrative and executive skills I had developed as the former Chief of Staff for the Florida House.

As Education Commissioner, I report to the State Board of Education and serve as the chief administrative officer of the K-12 and College System for our state. I manage an annual budget of approximately \$25 billion and oversee 15 divisions and offices, with over 2,200 employees. I am in regular contact with parents, teachers, administrators, and Superintendents.

In my role as Commissioner, I also oversee and regularly coordinate with the presidents of the Florida College System. This system encompasses 28 public community colleges and Colleges, comprising 72 campuses with over 46,000 employees, 733,000 students, and an annual budget of almost \$1.4 billion.

My constitutional role as Speaker gave me obligations to the membership of the House of Representatives as well as to over 20 million Floridians. Elected unanimously by the members, my responsibility was not only to serve as the chief executive of the Chamber but also answer to them regarding a multitude of issues and needs ranging from committee appointments to referring bills, presiding over the session, and representing them in my public dealings with the Senate President as well as with members of the Executive branch.

During my service as an elected member of the Florida House of Representatives, I "reported" to over 150,000 of my district's constituents. It was my ongoing responsibility to ascertain their needs and desires and be their advocate in Tallahassee. I made it a high priority to seek their input and ideas for legislative solutions to their wide-ranging problems. I became well known for my accessibility and "open-door" policy. I attribute my success as a House member to the people I served and their willingness to inform me throughout my legislative career.

My experience in maintaining a dialogue with various constituents, especially those who had no official voice, and representing them, ensures that, like President Thrasher, I will provide senior administrative leadership and support for all of the university's diverse campus programs, services, operations, and activities.

As to the requirement of reporting to the Florida State University Board of Trustees and serving as the university's chief executive officer at Florida State University is something I am confident that my background, experience, and skills more than satisfies.

The next President will be a strategic and visionary leader charged with setting the university's academic vision, ensuring the effective leadership and management of the campus, and possessing a dedication to improving the lives of students and the educational, economic, and cultural welfare of the citizens of the State of Florida.

Institutional visions must be collaborative. Any bold ideas I might have, must have the backing of others, but once a consensus is reached, strong leadership is necessary to make

the vision a reality. This is one of the most important lessons I have learned in life. The inability to work with others is the formula for failure, while genuine collective efforts are the keys to success.

All, not some but all, of what one might label as my visionary ideas have been achieved by listening, learning, amending, and finalizing my initial concepts by working with others. In my CV, the "Accomplishments" listed are the results of my visions being improved and advanced with the help of my colleagues and confidants. I believe I have documented tangible proof in my CV that when an idea is finalized, I have the necessary leadership to make it a reality.

As Speaker, I envisioned many things. As to higher education, my idea was to increase access and affordability for students, raise the national prominence of the Florida State University System, secure performance funding in higher education, and expand the Bright Futures Program. This vision was converted into meaningful legislation, which under my leadership, I was able to pass and provide the necessary funding.

When I began my tenure as Florida's Education Commissioner, I, working at the direction of Governor Ron DeSantis and First Lady DeSantis, envisioned a future that included a more reasonable and just approach to teacher certification, a process to remove delays surrounding it, growing teacher salaries, improved per-pupil spending, and direct efforts and resources to dramatically improve safety in our schools and provide more assistance for the mental health of our children. In just two years...accomplished!

Listening to the concerns of the teacher's union, I expanded the time to earn certification from one year to three years. Relieving the stress and pressure future teachers felt they were under while still maintaining excellence in the classroom.

When I arrived at the Department of Education, there was a backlog of 31,000 teacher certifications. I resolved the backlog in four months and lowered the fees for teacher certification tests.

Through the efforts of my team and me, vast improvements were made to student safety and welfare. We secured over \$295 million in mental health funding for districts and schools to establish care for students and \$16.5 million to continue evidence-based youth mental health awareness and assistance training for school personnel to identify and understand mental health and substance abuse problems.

Furthermore, we took Florida teacher's starting salaries from 26th nationwide to the top 5 in the country, and we provided \$500 million to address this and other compensation issues.

The vision, planning, leadership, and follow-through necessary to accomplish these and many more things are skills I will bring to Florida State University.

The President will exercise overall leadership for the university's resource development and fundraising initiatives and will be responsible for ensuring the fiscal well-being of the campus.

Both fundraising and funding are perhaps the most critical of all the responsibilities any university president is faced with these days. I have vast experience in these areas, including private sector fundraising, working with existing funding formulas, identifying available federal dollars, lobbying for funds as new opportunities and challenges emerge, establishing new programs, securing new funding from the state for existing needs, as well as cost savings which makes money available for other university priorities.

Private sector fundraising is challenging. I know. Anyone who offers themselves for public office understands the lack of money available from private donors, restrictions, the inability to take a charitable deduction for the contribution, and a host of other factors. Despite these obstacles, I have successfully raised tens of millions of dollars from private donors for my campaigns and the campaigns of others. If selected as President of Florida State University, one of my top priorities would be to launch another billion-dollar campaign to increase the current endowment. I realize the face-to-face engagement, time, and dedication that this requires, and my wife Anne and I are up to that challenge.

Regarding public funding, I believe I will be the best available candidate in this area. I have had the honor to serve with most current legislators and enjoy close personal friendships with many. We have worked together on various issues, including higher education, and they know my passion is real for Florida and its future. I will be a very active, tireless proponent for the essential funding this university needs to maintain its preeminence status and continue moving forward in significant national rankings.

During my more than decade-long public service, I have become well skilled in evaluating, understanding, and utilizing existing funding formulas. I will work vigorously to use them to our advantage. I will work with the faculty to establish new programs and secure money to be added to the base budget. I will lobby aggressively for funds as new opportunities and challenges emerge as I did when I secured additional mental health funding for Florida's young people.

It has been my privilege to serve with many and know almost all of Florida's Congressional delegation. I would renew and increase efforts to enlist them to obtain Florida's fair share of federal dollars and pursue additional research and grant money from Washington to direct to our outstanding faculty and students. I would increase efforts to identify all available federal grants and programs the university may be eligible to access and work to redirect funds, as I did as Education Commissioner with \$15.8 million of Title I funds.

My main focus will be to secure new funding from the state for existing needs, most importantly faculty salaries, with the goal of moving Florida State University into the top 50 in faculty salaries for publically funded universities in the next two years. I believe

with the relationships I have established with the Legislature, the Executive Branch, and as a member of the Board of Governors, I am well suited to take on this task.

Finally, for the university's continued fiscal well-being, the next President needs to take a deep dive into all aspects of the current budget to search for any cost savings that may be found without damage to various programs, units, faculty, or staff. A serious look needs to be made to close the gap between faculty and administrator's compensation. Some money for faculty raises may presently be available given the proper analysis.

In serving as one of the leading spokespersons for higher education in the state, the next President will be an influential leader who must possess excellent interpersonal skills, judgment and diplomacy, personal and professional integrity, and a reputation for working collegially and collaboratively with internal and external constituencies.

Those who have worked with me in various leadership capacities know that I will establish an environment for creativity and innovation for staff, faculty and students, and the state university system. The list of accomplishments provided in the attached CV attests to the numerous projects and successes that I have attained together leading a team of talented individuals. It would be a pleasure to work with Florida State University's Board of Trustees, the Board of Governors, and the Legislature in a generative fashion to take higher education in Florida to the next level.

It is one of the great joys in life to work with people, friends and foes, to talk, listen, compromise, chart a vision, and achieve success in areas of common concern. Victory should be a shared experience, and to achieve my victories, I have mostly done so with help from both my supporters and opponents. I am also well-versed in the challenges and opportunities facing higher education in our state and across our nation.

Visions converted into reality must be collaborative. I am proud of my history of bringing people together for the common good. As Speaker of the Florida House of Representatives, better than 8 out of every 10 pieces of legislation passed during my tenure received more than 90% support. Consensus building and achieving common results are a requirement of any successful leader.

"Inclusion" was my primary goal as Speaker. Party affiliations notwithstanding. As then-Democratic House Minority Leader and now State Senator Janet Cruz said in her letter to the Board of Trustees, *"Richard is a leader who is always accessible, maintaining an open door policy even in moments of contentious disagreement. This exact character trait oftentimes resulted in the very compromise that became a theme of his tenure as Speaker of the House. He understood the value of uniting both parties to achieve success for all Floridians."*

Former colleague, former Florida State University Trustee, and current State Senator Joe Gruters said in his nomination letter stated, *"While serving as Speaker, his ability to set goals, promote his vision, lead the membership, and negotiate and handle difficult situations was evident. We occasionally disagreed on policy decisions, but this open-*

door policy allowed discussions to continue, and we could reach mutual understandings – the sign of an exceptional leader.”

The Florida teacher’s union leaders came to me with the age-old problem of Florida having one of the lowest compensation for teachers in the nation. We went to work on that problem and moved Florida from the bottom half to the top 5 average starting compensation. Former President of the Florida Education Association, Fedrick Ingram, said in his letter to you, *“It might seem odd that a union leader and classroom educator, who has differed at times over policy with Commissioner Richard Corcoran, would submit a letter of recommendation on his behalf. However, I do so without hesitation because I have come to know firsthand his skillset and ability to bring key stakeholders together to meet our educational mission . . .”*

Finally, while Education Commissioners historically have had trying relationships with Florida’s Superintendents of Schools, their sitting President, Dr. Michael Grego, wrote about my relationship with them as *“I can attest to the fact that there has never been a closer partnership between school districts and the FDOE ... Richard is well-respected and highly regarded across the state of Florida. I have found him to be an incredibly collaborative leader who recognizes that having a great team is the way to make positive, sustainable transformation.”*

I understand the social, civic, and political obligations that will accompany being the “face” of the university, should the honor of this office present itself. Politeness, respect, dignity, thoughtfulness, and warmth will be my approach to everyone I encounter, and I will serve all of the Florida State University community with kindness, understanding, and respect.

The President will act as a catalyst for creativity and innovation and will work with FSU’s Board of Trustees, the State of Florida Legislature, and the State University System of Florida Board of Governors to further enhance higher education in Florida.

Through the years, I have had the great fortune to know many FSU Board of Trustees members. Many of them have come to me over the years to promote Florida State University and point out its many achievements and its benefits to our state.

The Florida Legislature was my home as a staff member and as an elected representative for over a decade. Many of my closest friends in life still serve there, and many of my former House colleagues have now been elected to the State Senate. Furthermore, I also count among my friends the dozens of Florida State University graduates who serve the citizens of Florida as dedicated staff members, some of the finest public servants I have had the pleasure of dealing with.

Finally, it is my pleasure to not only personally know all of the members of the State University System of Florida Board of Governors, but my privilege of serving as a current member. We work extraordinarily well together, and I would strive to continue that great collaboration.

It is preferred that the successful candidate possess an earned doctorate or other terminal degree with a strong record of scholarship and teaching, and a proven history of executive level administrative experience in higher education that demonstrates the ability to lead a large, public research university.

My years as a lawyer have served me well with many aspects of my varied career. I earned my Juris Doctorate degree, and I have taken and passed the proficiency exam for my profession. I have served as a member in good standing of the Florida Bar for more than two decades. I have also performed my Florida Bar obligations by doing the mandated pro bono work and completing my annual continuing education requirements.

In the practice of law, I learned my skills to advocate for others, listen, compromise, settle, and some cases, do battle for the people I represented. This included taking on big businesses. The contingency fee option is the only way for the common person to challenge the resources of large corporations in civil court. While it pays nothing to the attorney should victory not be achieved, it is designed to level the playing field for participants in the legal system. It taught me to stand firm and work hard for my clients, and then later my constituents, regardless of whether or not I would be successful.

My experience and leadership in higher education are well documented in the material I have noted above and listed in my CV. I would point especially to my executive-level responsibility and oversight for the Florida College System and my service as a member of the State University System of Florida Board of Governors. As would any other university president, I will rely heavily on the faculty to perform its role in the shared governance of a university.

While academic experience (professional and administrative) is strongly desired, exceptional candidates with nontraditional backgrounds who have demonstrated a high degree of national or international success in business, industry, nonprofit or government will be considered.

In 1994, Betty Castor broke through the glass ceiling, becoming the first former legislator to head up a state university in Florida. Florida State University has had the good fortune of former state legislators Sandy D'Alemberte, TK Wetherell, and John Thrasher to serve successfully as its President. Presidents Wetherell and Thrasher, of course, were also former Speakers. With its reliance on state funding and its proximity to state government, Florida State University has been well served by individuals who are connected and familiar with those who control the state's operations and budget.

Over 155 universities and colleges around the country are run by "non-academic" lawyers. It is my understanding a few of them may be interested in this current opening. As Joe Gruters pointed out in his nomination letter, *"Richard has achieved national prominence as a leader in education, particularly with his success in teacher compensation and taking on the debate surrounding Common Core . . . His demand for a fair, non-partisan, transparent process is well known."*

I believe I have unique qualities, skills, and experience to best serve Florida State University. I have a genuine passion for education, concrete examples of inclusive, collaborative successes, a long history of visionary leadership and success, experience in the legislative process, success in fundraising, and many years to dedicate to Florida's continued progress and advancement of Florida State University.

Sincerely,

Richard M. Corcoran

Randall W. Hanna
3001 W. 10th Street, Unit 512
Panama City, Florida 32401

May 7, 2021

Presidential Search Committee
Florida State University
Tallahassee, Florida

Dear Members of the Search Committee:

I am honored to learn that I have been nominated for the presidency of Florida State University. The opportunity to serve and lead this institution is particularly meaningful to me. As a graduate of FSU, current faculty member, and the Dean of FSU Panama City and the College of Applied Studies, FSU has played a significant role in my life and career. With the support of my family, I am very pleased to accept the nomination and provide this letter to support my candidacy for this prestigious position. I understand the critical role the next President will play in leading FSU to greater levels of success than already achieved.

I will bring to this position a lifetime of professional experience in higher education, leadership, business, law, policy, legislative affairs, fundraising, and community engagement. I believe my unique professional background, proven successes in leadership roles, history of innovative strategic planning, and demonstrated values of supporting diversity, shared governance, student success, and history of championing our state's workforces make me a strong candidate for consideration.

I have served in my current positions since 2016. I am proud of our accomplishments and successes and know they bode well for the future of FSU. Over the past five years, I have led the development of a new strategic plan, spearheaded new initiatives for student success, built a strong leadership team, created partnerships with local and statewide industries, engaged in academic accreditation processes, led fundraising efforts, and supported faculty and staff in ways that have been transformational for our campus. Prior to taking these positions, I served as Chancellor of the Florida College System, the largest system of higher education in the State of Florida. In addition, I am an attorney and spent more than twelve years as the managing shareholder of Bryant Miller Olive, a successful multi-state law firm that specializes in complex finance matters, including significant work for major colleges and universities.

In my capacity as Dean of both the campus and a separate college, I have worked across the university and have a deep understanding of the hard work necessary for the elite academic environment we are creating at FSU. I understand the significant impact FSU has made in the lives of thousands of our students. We have before us incredible opportunities to advance our

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world-class university. Doing so will require enhancement of our research capabilities, service, and graduate education as we continue to focus on the important role of undergraduate education and success.

I will bring to the presidency a love for learning and a commitment to excellence. Twenty years after graduating from law school, I earned a Master's in Business Administration from the Goizuetta Business School at Emory University while continuing my work as managing shareholder of Bryant Miller Olive. Later, I earned a doctorate in education from the University of Pennsylvania while serving as Chancellor of the Florida College System.

I have played a significant role in Florida higher education for the past 30 years. I served as a member of the Board of Trustees of Florida A&M University, the University of West Florida, and Tallahassee Community College. In addition, I served as a member and Chairman of the State Board of Community Colleges. I also served as a member of the Florida Higher Education Coordinating Council.

Notable Accomplishments at FSU

We have worked hard at FSU PC. One vision I brought to fruition was the FSU PC Promise. As a first-generation college student from a small rural town outside of Tallahassee, I know how higher education impacts lives and creates opportunities for future success. I also understand the significant impact FSU has made in the lives of thousands of students, just like me. Thus, in my work as Dean, I have fostered a campus culture focused on student success and created a new initiative aimed at improving access to a college degree for low-income families and students from underserved communities.

At FSU PC we tell every incoming student about the FSU PC Promise: our commitment to partner with them in their educational pursuits so that they will graduate from FSU with greater critical thinking skills, greater understanding of the importance of being engaged in their community and state, and a love of learning. Student success, which means much more than just graduating with a degree, is my passion.

That passion for student success led me to create the FSU PC Promise Scholarship - our assurance that students from northwest Florida with a family adjusted gross income of \$50,000 or less will receive free tuition and fees. I led the efforts to develop this program and to raise most of the funds for this life-changing program. In addition to the FSU PC Promise Scholarship, with the generous support of our donors, we have established the Robbins Center for Academic Excellence and Innovation and the Chapman Center for Advising and Student Success.

When I was asked by President Thrasher and Provost McRorie to serve as Dean at FSU PC, I stepped into a situation where there had been a vote of no confidence in the past leadership, enrollment was floundering, there was significant friction among the faculty, only a few new programs had been started in years, and the campus and community was still reeling from the

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proposal of a former university president during the Great Recession to close the campus. Today, with the support of the board and the administration we have added or are in the process of adding five new undergraduate programs or degrees. In addition, we have added three new graduate programs and started our first doctoral program, Nurse Anesthesia. Along with our enrollment for fall 2020, which broke all recent records, we also served more than 2500 students on the Tallahassee campus. Our enrollment in fall of 2021 will exceed the 2020 numbers.

We were able to do this despite being hit by one of the most devastating hurricanes in United States history, and, right on its heels, a global pandemic. I was proud to lead our team during these critical times. Although we are still dealing with the damage of the hurricane, that experience of having to serve students dispersed across the country helped lead the way for FSU PC to meet the needs of our students during the pandemic. Further, the development of the “FSU PC Flex” option utilizing technology for classroom and advising delivery provided a blueprint for a number of the academic units at the university as we worked to meet the needs of both in person and remote students. I am very proud of the leadership role FSU PC played with my leadership in the academic success of our students throughout the university during the pandemic and after Hurricane Michael.

With the strong support of the administration and the FSU Board of Trustees, we will open the first residential housing at FSU PC in August. The university will not be obligated for the debt or operations of this 382-bed facility. I strongly believe that my background in finance and law helped us lead to this agreement with the developer during a global pandemic when very few on-campus housing transactions were being accomplished across the country.

The Future

We are blessed to work at a preeminent public university with a deep commitment to students. This commitment continues to be recognized by the Florida Legislature and potential students, parents, and alumni. It is a critical component of the rankings that provide an enhanced reputation for FSU across the nation.

We must also work to enhance our already strong research capabilities and expenditures. Because of significant investments made beginning 60 years ago and the continued support for chemistry, physics, and other sciences, the university has strong research expenditure rankings in these areas. In addition, we are known nationally and internationally for our strong work in other areas, especially the arts and humanities, and have programs that are known for being among the best nationally in their disciplines. We must continue and enhance these research expenditures, especially those funded from the National Science Foundation, Department of Defense, Department of Energy, and the National Institutes of Health. This will require focused expenditures in the physical sciences and from the College of Engineering, College of Medicine, College of Social Work, College of Health and Human Sciences, College of Nursing, and others. I recently completed my service as Chair of the Search Committee for the Dean of the College of

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Nursing, and it is so clear how great the opportunities are for additional interdisciplinary research expenditures in the health areas.

While much of President Thrasher's term has been rightfully focused on preeminence and national rankings (which have increased at record levels and show the excellence present at FSU), I believe in the future we must also focus on being admitted into the prestigious American Association of Universities. Membership will not only be a recognition of our preeminence, but will lead to greater research dollars, place FSU in the forefront of shaping the future of higher education in this country and help enhance the educational opportunities in this state. Membership is more than a recognition of the great work we are doing – it will provide the opportunity for even greater success at the graduate and undergraduate levels.

In a report written 15 years ago, Nils Hasselmo, a former president of the AAU, wrote the steps we must take to achieve membership. He specifically mentioned enhanced research from the College of Engineering and the College of Medicine. Both colleges are tremendous assets to our university because of their special missions and organization. We can maintain those missions and continue the significant increase in research that has already started in both colleges. In addition, achieving membership will require us to focus on increasing the number of FSU faculty who are members of National Academies (currently nine), enhancing the number and quality of publications, growing the number of tenure and tenure-track faculty, graduate students, and post-doctoral scholars, and continuing to improve our national academic reputation.

Florida has only one member of the American Association of Universities, and the number of member universities in the south are sparse. Data shows that FSU is poised to be admitted into the AAU. To be successful, we must both increase our research expenditures and significantly enhance our university endowment, two efforts that I look forward to leading. I firmly believe the Florida Legislature will reward universities who are making strides in research and movement toward AAU membership.

This is a critical time at FSU. While we are on an upward trajectory, our next president will have to make major leadership and personnel decisions, including the selection of a new Vice President of Research and a Vice President of Advancement. In addition, Provost McRorie has publicly stated that she plans to stay only for an appropriate transition before retiring. I have spent my entire professional career building strong teams and giving them the support and resources to effectively do their jobs. I am confident in my ability, consistent with FSU's long-practiced policy of shared governance, to lead the efforts to bring in the highest quality leaders to these positions.

We must also work hard to enhance our interdisciplinary partnerships and increase the number of projects between colleges within the university. We have made great success in this area, but there is more to do. Most recently, I have been working with the College of Communication & Information on a \$11.5 million grant application from Triumph Gulf Coast for the expansion of cybersecurity offerings by the university. In addition, under my leadership, our team at FSU PC has successfully in working with the College of Education to develop a research

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laboratory school in Bay County that will focus on serving military families. Legislation was approved in the 2021 legislative session authorizing this school and we expect it to open as soon as August 2022. Both projects can significantly change the face of northwest Florida.

Your next president must not only enjoy fundraising but must play a critical role in expanding the reach of our connections with corporations, foundations, and other donors. He or she must enhance the ability of our faculty to provide partnerships with business and industry throughout the country and internationally. Our endowment is significantly below that of our peers and must be increased. At FSU PC we have exceeded past fundraising records (from both number of donors and dollar amount perspectives), not only as part of the Raise the Torch Campaign, but also in the annual campaigns. In addition to work for community organizations, my fundraising work included serving as Chair of the Florida College System Foundation, where approximately \$1 million is provided each year for student scholarships.

I have built deep and diverse teams in both the private and public sectors and am confident that we will have the most formidable team to lead FSU. In all my positions, I have worked hard to build a culture where all are welcome and can thrive. This is especially important now as we are navigating the end of a global pandemic that has disproportionately affected marginalized communities and where we have seen too many actions of police brutality and discrimination against minorities. We must continue the important conversations about equity, inclusion, and representation at both the local and national levels. Florida State should be a leader in these discussions. I hope to have the opportunity to speak with you about these issues with you at greater length, including discussions about my successful efforts to build one of the most diversified finance law firms in the southeast, my work in the Florida College System, and our efforts here at FSU PC. In Panama City, we have established strong task forces to not only look at increasing diversity in our faculty, staff, and students, but also have helped lead the effort in community-wide discussions on important issues related to race, gender, and sexuality, mental health, and suicide prevention.

I am committed to academic integrity and shared governance and understand that a critical role of the president of Florida State University is to ensure adequate funding for the university and to maintain its fiscal health. Florida State has a strong tradition of shared governance and academic freedom. President Thrasher was a very strong leader in both areas and my commitment is to maintain that momentum and find ways to strengthen both.

I was pleased to see the Position Profile include a reference to the importance of athletics. Throughout the university, I will foster an environment of excellence and a championship culture in all things we do, including athletics. My experience with athletics has been as Chancellor, and as a board member of a Division I university, a Division II university, and a community college with athletic programs. My proven ability to work with alumni and donors, unlock talents, and bring together diverse teams is something that will be needed as we win not only on the field, but as we work hard toward the educational and professional development of our student athletes.

Additional Information

The role of the university president has changed significantly in recent years, and the institution can benefit by having a leader with experiences in a variety of areas. I will highlight some of my experiences which I believe are relevant to this selection:

- I have significant experience in the state and federal governmental processes and would be ready to lead our efforts at both the legislative and executive branch levels and with my colleagues across the state and country. My work has included representing both private and governmental entities before federal and state agencies and advocating for higher education institutions as a board member and as Chancellor of the Florida College System. In addition, I have worked for state agencies and in the United States Senate.
- During my term as chief executive officer of Bryant Miller Olive, recognized as one of the top public finance, public private partnerships, and governmental law in Florida and the southeast, we added offices in Miami, Orlando, Jacksonville, and Washington D.C. and more than doubled the size of our firm during my tenure.
- I serve as a member of the Board of Directors of a publicly traded financial services company with more than \$30 billion in assets and operations in Florida, Alabama, Mississippi, Louisiana, Texas, and Tennessee.
- Examples of being recognized by my colleagues and others for service to my community and profession include being appointed by the Florida Supreme Court and having served as Chairman of the Florida Board of Bar Examiners, the agency responsible for recommending the admission of new attorneys. In addition, I served as a member of the Federal Judicial Nominating Commission, chairing the Northern District Committee and was recognized by Leadership Tallahassee with the Leader of the Year Award. I also received the Florida Bar President's Pro Bono Service Award. In 2014, I was similarly honored when I was selected for the Florida State University Grad Made Good award.
- I remain active in my communities and the state, through my active participation in Leadership Florida, by serving on the board of the Bay County Chamber of Commerce, the Bay County Economic Development Agency, and as having served as Chair of the Greater Tallahassee Chamber of Commerce, on the executive council of the Tallahassee Leon County Economic Development Council, and as chair of the board of 211, the regional crisis and suicide hotline.

I have described my experiences not only in academia, but also in economic development, community service, and business because these experiences are essential for the next President of FSU. As FSU moves forward, we must carefully analyze the role we play across the state, whether it is in economic development, climate change, resiliency, trauma, health care, or the many other

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issues that will face our state. There is a direct connection between playing a major role in the strategic plans of the state and our goals as a university. I worry that we may, at times, leave that mission to our sister institution to the east and that other younger universities to the south are filling that gap. I believe we must play a greater role in the future of this state.

I have worked in every county in the state, and there are only a few small counties where I do not currently have substantial relationships. I understand this state and its needs. FSU is well positioned to play a major leadership role in Florida through our College of Medicine locations, the Jim Moran Institute, and many other programs. When major statewide priorities are being addressed, Florida State University must be at the top of the list as the academic partner of choice. I have spent my entire professional career working in Florida and I know the opportunities and challenges we will face as we continue to expand our research opportunities and are seen as a critical part of the economic development of this state and nation.

Summary

FSU's next leader will need to be agile and adaptable to manage today's fast-paced world of higher education. I have the skills necessary to strategically plan, to bring problem-solvers together with the goal of doing great things, making impactful decisions, leading both our fundraising and legislative efforts, and bringing together an exceptional team of administrators, faculty, and staff. In addition, I understand finance and the importance of strategic investing in human resources. I would bring my professional lifetime of experience at the highest levels of higher education, business, finance, law, economic development, and community service to the presidency at FSU.

When you ask my colleagues, they will describe me as a passionate, driven, student-focused, and transparent leader. They will tell you of my close relationship with the faculty, staff, and students. They will tell you there is no job I am unwilling to do if needed. They will focus on my commitment to diversity, equity, and inclusion and my belief that the university must have a strong connection to the community and the state.

I could not be more excited about the opportunity to work together with the students, faculty, staff, administrators, alumni, and supporters at FSU. My wife, Jerri, and I have the energy and enthusiasm to lead FSU at this critical time and are ready for the opportunity. We look forward to the possibility of meeting with the Search Committee and the Board of Trustees.

Very truly yours,



Randall W. Hanna

RANDALL W. HANNA

3001 W. 10th Street, Unit 512, Panama City, Florida 32401
(850) 445-2511; rwanna@embarkmail.com

RESPECTED LEADER IN HIGHER EDUCATION, STUDENT SUCCESS, ADMINISTRATION, FINANCE, LAW, BUSINESS, FUNDRAISING, GOVERNANCE, ECONOMIC DEVELOPMENT AND COMMUNITY AND GOVERNMENT RELATIONS. SERVING AS DEAN AND CEO OF FLORIDA STATE UNIVERSITY PANAMA CITY AND DEAN OF FSU COLLEGE OF APPLIED STUDIES; SERVED AS CHANCELLOR OF LARGEST SYSTEM OF HIGHER EDUCATION IN FLORIDA; FORMER MANAGING SHAREHOLDER OF SUCCESSFUL AND RESPECTED MULTI-STATE LAW FIRM. EXPERIENCE AS A MEMBER OF HIGHER EDUCATION GOVERNING BOARDS AND PRIVATE, NONPROFIT, AND FOUNDATION BOARDS.

PROFESSIONAL EXPERIENCE

FLORIDA STATE UNIVERSITY

2015 – Present

Dean and chief executive officer, Florida State University Panama City and Dean of the FSU College of Applied Studies of FSU (July 2016 – Present)

Serves as Dean and chief executive officer of FSU PC. Also serves as the Dean of the College of Applied Studies for the University. Interim Dean from July 31, 2016 – December 1, 2016. Dean and CEO from December 1, 2016 – Present.

- Led FSU PC to record enrollment in Fall 2020 even after devastation of Hurricane Michael.
- Implemented three new bachelor's degree programs (entrepreneurship, hospitality, and mechanical engineering) and two master's degrees (systems engineering and law enforcement intelligence) offered at FSU PC. Will offer new bachelor's degree program in Public Health in Fall 2021 and Financial Planning and master's degree in Organizational Management in Fall 2022
- Received state approval for first doctoral program at FSU PC (nurse anesthesia) to begin in Summer 2021.
- Implemented FSU PC Promise Scholarship providing free tuition for students eligible for Pell Grants or with combined family and student adjusted gross income of \$50,000 or less.
- Successfully negotiated public-private partnership transaction for the development of student housing scheduled to open in Fall 2021. Signed lease agreement with developer during global pandemic for facility to open in August 2021.
- Led Raise the Torch Campaign at FSU PC as part of the overall capital campaign for FSU. Doubled the fundraising goal and successfully exceeded the revised goal.
- Developed Robbins Center for Academic Excellence and Innovation.
- Expanded student advising and support programs
- Worked with FSU Admissions office to develop Seminole Pathways Program which led to largest freshman class in history of FSU PC.
- Led development of new five-year strategic plan for FSU PC.
- Served as member of Dean's Student Success Committee focused on enhancing student success metrics. Led efforts at FSU PC for enhanced graduation and retention rates.
- Developed articulation agreements with community and state colleges.
- Led FSU PC through Hurricane Michael and the reopening of the campus. Restarted online classes serving both FSU PC and FSU students in five days and reopened campus nineteen days after the storm (first education institution in the area to open).
- Established Diversity, Equity, and Inclusion Task Force with separate working groups for faculty and staff, students, and community engagement.

Randall W. Hanna, Ed.D, J.D., M.B.A.

- Developed strong working relationship with Department of Defense – Naval Surface Warfare Center. FSU PC was selected to lead one of the five teams to be considered to conduct research and product development for multiple warfare centers.
- Created team to explore and actively develop plans for a laboratory high school to serve existing county residents and expected influx of up to 1000 students of airmen scheduled to be transferred to Tyndall AFB over the next five years. Effort is part of an interdisciplinary agreement with the College of Education and others. Legislation was approved in 2021 session. Current expectation is to open school in August 2022.
- Active member of Bay Defense Alliance and Bay Economic Development Authority. Directly involved in most major regional economic development initiatives.
- Chair of Search for FSU College of Nursing Dean (2020-21)

FSU College of Law (2021 – Present)

Courtesy appointment as professor in the College of Law and taught Education Law (Spring 2021).

Research Faculty Member, Learning Systems Institute (2015 – 16)

Served as Co-Project Director of program providing educational opportunities to academic professionals and governmental officials developing higher education programs in India, Ukraine and Central America. Served as co-principal investigator of two U.S. State Department grants. Continued to serve as participant in program from 2016 – 2019.

Educational Leadership and Policy Studies Department (2015-16)

Led analysis of the potential development of an additional Doctor of Education program in higher education. Taught graduate courses for both master's and doctoral students as Adjunct Faculty.

Institute for Academic Leadership (2015)

Associate (facilitator and presenter) of program training administrators in State University System in Fall 2015.

FLORIDA COLLEGE SYSTEM, Florida Department of Education, Tallahassee, FL Nov 2011-Jan 2015
Serving more than 820,000 students through 28 separate colleges providing bachelor and associate degrees and certificates.

Chancellor, Florida College System

- Served as chief executive officer of the Florida College System, with development of policies and practices, performance reporting and funding, program administration, budget recommendations (\$1.1B), and leadership with the Legislature, the State Board of Education, Florida colleges and boards of trustees.
- Advocated for enhanced funding and needed legislative changes.
- Directed a student-centered accountability program.
- Led strategic development and education reform consistent with Florida legislation.
- Led development of Complete College Choices online tool to show job placement rates of graduates by program and institution.
- Led development of reformed developmental education program to meet legislative goals.
- Analyzed and recommended new bachelor's degree programs offered by colleges
- Provided leadership for responding to current and developing trends in higher education.
- Secured and enhanced relationships with major business and industry representatives and associations to advance workforce and economic development initiatives.
- Implemented the Florida College System Program Fund which provides state support for colleges.
- Worked with the Governor's Office to recruit and appoint qualified trustees for local colleges.
- Enhanced and expanded trustee training programs and the Chancellor's Leadership Seminar to include special sessions exclusively for faculty.
- Served as co-head of Florida Virtual Campus created to provide technology-based library, counseling and distance learning student support services.

Randall W. Hanna, Ed.D, J.D., M.B.A.

- Successfully worked with colleges to enhance alternative revenue sources, including federal and state grants and enhanced revenue from the Florida College System Foundation.
- Planned and implemented study showing \$26B economic impact from the System to the State of Florida.

BRYANT MILLER OLIVE P.A., Tallahassee, FL

1984-2011; 2015-16

Multi-state law firm specializing in public and corporate finance, including the financing of college and university facilities, plus public private partnerships, local government, environment, real estate, corporate and legislative affairs.

Managing Shareholder (1998-2011)

Chair, Public Finance Practice (1990-1998)

Attorney (1984-2011) (2015-16)

- Led overall strategy and management of the firm, resulting in growth of approximately 200% from 1998-2011 and establishment of additional offices in Orlando, Miami, Jacksonville and Washington, D.C.
- Performed significant work for both public and private post-secondary institutions and healthcare facilities in Florida.
- Represented diverse clients throughout the U.S. on complex infrastructure, higher education, utility, affordable housing and private transportation facilities; Developed national arbitrage consulting service as a wholly owned subsidiary.
- Represented colleges and universities in development of infrastructure, including student housing and research facilities.
- Counsel of record in 11 cases before the Florida Supreme Court.
- Participated in firm's representation of the United States Department of Education in the financing of facilities at Historically Black Colleges and Universities across the country.

FLORIDA DEPARTMENT OF HEALTH AND REHABILITATIVE SERVICES, Tallahassee, FL 1993-1994 - **Special Assistant – Error Rate Negotiator**

- At request of the Governor of Florida, took leave from law firm to negotiate and settle federal government claims of \$150M for significant failure of state's food stamp system. All but \$1M of the fines were eliminated based upon plan established by the state with the federal government agreeing to invest funds in the system.

UNITED STATES SENATOR BOB GRAHAM, UNITED STATES SENATE, Washington, D.C.
1990 - **Special Counsel**

- On leave from Bryant Miller Olive, worked on major legislative initiatives including financial institution, social security, and habeas corpus reform. Drafted legislation, worked directly with members of Congress and committee staff, and supported constituent services and appropriations.

FARMERS HOME ADMINISTRATION, UNITED STATES DEPARTMENT OF AGRICULTURE (CURRENTLY RURAL DEVELOPMENT), Gainesville, FL

1979-1981

Assistant to State Director (79-81) and Assistant County Supervisor (81)

- Agency made loans to local governments, farmers and rural businesses and institutions.

EDUCATION

Doctor in Higher Education Management, Graduate School of Education, **University of Pennsylvania**, Philadelphia, PA, 2014

Randall W. Hanna, Ed.D, J.D., M.B.A.

Juris Doctor, College of Law, **Florida State University**, Tallahassee, FL, 1983 (*High Honors, Law Review and Order of the Coif*)

Master of Business Administration, Goizuetta Business School, **Emory University**, Atlanta, GA, 2004

Bachelor of Science, University of Florida, Gainesville, FL, 1981, College of Journalism – (Area of Study – Agricultural Journalism). Florida Blue Key, President of Alpha Gamma Rho Fraternity; Recipient of Dean Beaty Service Award; Recipient, National AGR Undergraduate Achievement Award).

HIGHER EDUCATION EXPERIENCE AND SERVICE

Governing and Coordinating Board Experience

Florida Agricultural and Mechanical University (2001-2005), Member, Board of Trustees, Chair of Finance Committee and Chair of 10-Year Strategic Plan Committee

University of West Florida (2011), Trustee (left Board to accept position as Florida College System Chancellor)

Florida State Board of Community Colleges (1995-2001), Board Chair; also served as Chair of Statewide Budget Committee, Chair of Policies and Procedures Committee, Chair of Technology Task Force and Legislative Liaison for State Board of Community College

Tallahassee Community College (1991-1995), Board of Trustees, Vice Chair (1995)

Florida Higher Education Coordinating Council (2011-2014), Board Member

Florida Prepaid Tuition Board (2011-2014), Board Member

First Chair of Florida Statewide Distance Learning Consortium (1998) (Originally a part of the community college system, the consortium was later expanded to include state universities.) Ultimately became part of the Florida Virtual Campus.

Foundation (Fundraising and Advancement) Board Experience

The Florida College System Foundation (2000-2014), Former Chair

Tallahassee Community College Foundation (2000-2001), Board Member

Capital Campaign Committee, Tallahassee Community College (2015 – 17), Member

Advisory Board Experience

Center for Postsecondary Success, Florida State University (2014-15)

Corporate Executive Advisory Board, Business School, ISCTE, Lisbon, Portugal (2015-18) (Worked to assist College in receiving AACSB Accreditation) Member of Corporate Advisory Board (2018-19)

Southern Region Education Board, Member Special Commission on Affordability, (2013-15), Member Special Task Force on Community Colleges (2013-14)

Florida Council of 100 Business-Higher Education Partnership (1999-2000)

Florida State University, Member Long Range Strategic Planning Committee (2009)

HIGHER EDUCATION TEACHING EXPERIENCE

FLORIDA STATE UNIVERSITY, COLLEGE OF LAW

Florida Constitutional Law

Education Law

Randall W. Hanna, Ed.D, J.D., M.B.A.

FSU COLLEGE OF EDUCATION (HIGHER EDUCATION PROGRAM)

Higher Education Organization and Management (Doctoral Students)

Legal Issues in Higher Education (Master's Students)

TALLAHASSEE COMMUNITY COLLEGE

Real Estate Law (Associate Degree Students)

ECONOMIC DEVELOPMENT AND STATEWIDE & COMMUNITY LEADERSHIP

Hancock Whitney Holding Company (2009-present) (publicly-traded financial services company with subsidiaries Hancock Bank and Whitney Bank and operations in Texas, Louisiana, Mississippi, Alabama, Tennessee, and Florida) Board Member, Served as Member of Audit, Compensation, Mergers and Acquisition, Board Risk Committees and Credit Risk Sub-committee. Chairman, Credit Risk Sub-Committee (2019 – present)

CareerSource Florida (2013-May 2015), Member appointed by Governor to State Workforce Development Board

Tallahassee-Leon County Economic Development Council (2004-2007; 2010-2012), Board Member Greater

Tallahassee Chamber of Commerce (2000-2008), Board Member and Chair (2006-07)

Leadership Florida Graduate, Statewide Program Chair (2003-2004); Co-Chair of College Leadership Florida

Committee (2013-14); Chair of Cornerstone Class Selection Committee (2020)

Florida Council of 100 (2011-14) (ex-officio member)

Society of International Business Fellows, Current Member, Facilitator of Leadership Program in Jordan (2011)

Florida's Great Northwest (2010), Member of Presidential Search Committee

Guardian ad Litem, Former Advocate for Children in Court System

Community Foundation of North Florida (2009-2012), Board Member

Florida Board of Bar Examiners (Appointed by Florida Supreme Court) (1996-2001), Chair (2000)

Federal Judicial Nominating Commission, Northern District of Florida, Former Member and Chair

Knight Foundation, Member of Community Advisory Council (2011-2016)

Knight Creative Communities Initiative, Past Board Member

211 Big Bend (Crisis Hotline), Past Board Chair (two terms)

Leadership Tallahassee, Graduate and Former Board Member

World Class Schools, Former Chair of World Class Schools of Leon County, Inc. and Student Mentor

Past Member of Board, Young Lawyers Division, The Florida Bar

Past Member of Editorial Board, *The Florida Bar Journal*

Randall W. Hanna, Ed.D, J.D., M.B.A.

SELECTED HONORS & RECOGNITION

“Grad Made Good,” Florida State University, November 2014

Founder’s Award, Bryant Miller Olive, 2015

“Florida’s Legal Elite,” *Florida Trend*, 2004 and 2006-2009

Rated “av” by Martindale Hubbell (highest rating given by national rating service for attorneys)

Honorary Florida State FFA Degree, 2011

Brothers of the Century Award, Alpha Gamma Rho Fraternity, 2004

“Most Influential Floridians,” *Florida Trend*, November 2004

“Leader of the Year for the Tallahassee Area,” Leadership Tallahassee, 2002

Florida Bar President’s Pro Bono Service Award, 1991

SELECTED PUBLICATIONS, PROJECTS, PRESENTATIONS AND GRANTS

Publications

Tandberg, D. A., Sponsler, B. A., Hanna, R., W., & Guilbeau, J. P. (Eds.). (2018). *The state higher education executive officer and the public good: Developing new leadership for improved policy, practice, and research*. New York City: Teachers College Press.

Hanna, R., W. & Guilbeau, J. P. (2018). The role of the SHEEO and the board in changes in higher education governance. In D. A. Tandberg, B. A. Sponsler, R. W. Hanna, & J. P. Guilbeau (Eds.) *The state higher education executive officer and the public good: Developing new leadership for improved policy, practice, and research*. New York City: Teachers College Press.

Hanna, R. (1983). Right to Farm Statutes – The Newest Tool in Agricultural Land Preservation, 10 Fla. St. U. L. Rev.415. (Law Review article while a student)

Hanna, R., Analysis of Executive Doctorate in Higher Education, Florida State University, March 2016.

Selected Presentations

Keynote Address, Leadership Northwest Florida, Florida State University, Tallahassee, Florida, March 2019

The Role and Responsibility of the University to Foster Civil Dialogue; Panel Discussion with Kimberly Beatty, Randy Hanna, Michael McShane and Margaret Talev at American Public Square as part of investiture of Chancellor of University of Missouri-Kansas City; Kansas City, Missouri, March 2019.

Being a SHEEO: Partnerships and Knowledge for Effectiveness; Panel Discussion with Alisa Hickin, Erik Frayar, Randy Hanna and William Zumeta at State Higher Education Executive Officers Association Annual Conference, Salt Lake City, Utah, June 2019

Leadership and Higher Education in Florida; Presentation; Northwest Florida State College Leadership Summit, January 2019

Review of *Just Mercy* by Bryan Stevenson; Presentation, Wagner College, New York, NY, November 2015.

The intersection of Politics and Policy; Presentation, Institute for Academic Leadership, Howey in the Hills, Fl., June 2015.

Randall W. Hanna, Ed.D, J.D., M.B.A.

Success Happens One Student at a Time; Keynote Presentation, 2012 Connections Conference, Gainesville, Fl. April 12, 2012.

Key Issues Impacting the Florida College System; Presentation, 2014 Chancellor's Leadership Seminar Alumni Meeting, Sandestin, FL, October 29, 2014.

Leadership Skills for the Next Ten Years in Florida; Presentation, President's Leadership Seminar, Santa Fe College, Gainesville, Florida, October 2013

Bachelor's degrees in the Florida College System; Presentation, State Directors of Community Colleges Annual Meeting, Big Sky Montana, July 2013.

Commencement Speaker, Tallahassee Community College, Tallahassee, Florida, May 1998; Indian River State College, Ft. Pierce, Florida, December 2011; Polk State College, Winter Haven, Florida May 2012; State College of Florida, Bradenton, Florida, May 2012; Broward College, Ft. Lauderdale, Florida, December 2013; Lake Sumter State College, Leesburg, Florida, May 2014; Pensacola State College, Pensacola, Florida, May 2014; Gulf Coast State College, May 2017.

Funded Grants

Hanna, Randall (Co-PI) & Milligan, J. (PI) (Sep 2015 – May 2016). Skills Development Study Trip for Indian State Officials. Funded by US Department of State/U.S. Embassy New Delhi.

Hanna, Randall (Co-PI) & Milligan, J. (PI) (2016) FY16 Community College Administrator Program (CCAP), Funded by US Department of State

Hanna, Randall (PI) & Jones, R. (PI) (2020) St Andrew / St Joe Bays Estuary Program, Funded by Bay County and The Nature Conservancy

REPORTED APPELLATE OPINIONS WHERE SERVING AS COUNSEL OF RECORD

Micosukee Tribe of Indians of Florida v. South Florida Water Management District; Supreme Court of Florida; November 18, 2010; 48 So.3d 811, 2010 WL 4643070, SC09-1817.

City of Parker v. State; Supreme Court of Florida; September 18, 2008; 992 So.2d 171 2008 WL 4240235 SC071400

Bay County v. Town of Cedar Grove; Supreme Court of Florida; September 18, 2008; 992 So.2d 164; 2008 WL 4241076, SC07-1572.

Strand v. Escambia County; Supreme Court of Florida; September 18, 2008; 992 So.2d 150, 2008 WL 4240151, SC06-1894.

Panama City Beach Community Redevelopment Agency v. State; Supreme Court of Florida; October 17, 2002; 831 So.2d 662, 2002 WL 31317951, SC02-145.

Roper v. City of Clearwater; Supreme Court of Florida; August 23, 2001; 796 So.2d 1159, 2001 WL 950273, SC01-796.

Turner v. City of Clearwater; Supreme Court of Florida; April 12, 2001 789; So.2d 273, 2001 WL 359524, SC002296.

Boschen v. City of Clearwater; Supreme Court of Florida; January 18, 2001; 777 So.2d 958 2001 WL 40395 SC96874

Pinellas County v. State; Supreme Court of Florida; January 11, 2001; 776 So.2d 262, 2001 WL 23117, SC96332

State v. City of Orlando; Supreme Court of Florida; March 14, 1991; 576 So.2d 1315 1991 WL33015 75,804

In Interest of K.S.; District Court of Appeal of Florida, First District; March 14, 1990; 558 So.2d 158 1990 WL 26695.

State v. City of Panama City Beach; Supreme Court of Florida; May 26, 1988; 529 So.2d 250 1988 WL 53529 70,161

Randall W. Hanna, Ed.D, J.D., M.B.A.

Miscellaneous

Eagle Scout

Former State Vice President of Future Farmers of America (spent year before college traveling the State of Florida as state officer), recipient of American Farmer Degree

Completed two Ironman triathlons

Completed six marathons

Summited Mt. Rainier

Enjoys hiking, kayaking, cycling, and reading

Erick C. Jones, Ph.D., P.E., CSSMBB

1303 Columbine Ct. | Arlington, Texas 76013 | Email : ecjones2@gmail.com | Phone : (817) 296-6884
<https://orcid.org/0000-0002-0931-1935> | https://en.wikipedia.org/wiki/Erick_Jones

Leadership

President, International Supply Chain Education Alliance International Standards Board (ISCEA IISB)

- Global organization with 10,000 members including United Nation members
- Accreditates Education Programs and Certification programs
- Updated Strategic Plan to increase number of global certifications
- Increase in global certifications by 50% during COVID-19 and **revenue increased by \$10M**
- Reporting to ISCEA Corporate Board, aligned programs to programs and audit team activities
- Aligned Corporate Donations for international scholarships for certifications
- Converted and invested in online platforms that monitor cheating for online certification exams
- Global Conference (SCETECH 2020) with 10,000+ members
- Global Board of 100 global CEOs and executives

President, Work Systems Division, Institute of Industrial and Systems Engineering (IISE)

- Updated Strategic Plan to focus on increasing professional participation
- Solidified Donations to come to the Division to **increase budget by 20%**
- Transition Conference Platforms and Online programs to Online Activities
- Division membership of 1700

Vice President, Operations and HR, VP Engineering, Engineering Director (Academy Sports and Outdoors)

- Ran Engineering, Distribution, and Human Resources for 300-450 personal, for \$750M Corporation
- Implemented \$5M Sortation Systems (Slick rail, Conveyor) to **reduce costs in supply chain by \$100M**
- Worked with Consulting Firms to re-organize operation and distribution, increased sales by \$100M over two years, went from 20 to 28 stores, with rehabbing stores to super store concept
- Handled back injury and other lawsuits related to employment
- Handled over 100 job transitions (Firing, Reduction in Force), right to work state

Principal, Senior Manager, Arthur Andersen, LLP Consulting, Dallas, TX

- Big 5 Accounting Firm (Based out of the Chicago), Fortune 50 Company
- Executive Facing manager with \$5B practice, 5M required sales/year
- As company ended, Had to handle 42 Reduction in Force, transitions/layoffs
- Sold, Staffed, and managed client relations and collections for \$2M plus projects
- Projects include, oil futures, Merger and Acquisition Due Diligence Teams, ERP implementations and Business Process Re-engineering (Layoff) projects

Program Director, Federal Government, National Science Foundation, Large Scale Programs (\$350M+)

National Science Foundation, Arlington, VA, Program Director

Education and Human Resources Directorate/Division of Graduate Education

- Managed largest NSF Program Budget \$350M, 220 Universities, 6 Government contractors and internal systems, 200 panels, 1,300 reviewers for making decisions.
- Created Program with Partnership between 8 Federal Agencies GRIP; worked with President's White House Co-STEM Initiative

- Created the first and largest Intern program in the country INTERN
- Managed the largest strategic Programs for Graduate Education in the world
- Managed other Graduate Education Programs, EHR Engineering Research Centers
- Presented justifications to US Congress
- **Funded Presidents, Provosts and Graduate Deans** with multi-million-dollar Graduate Fellowships (GRFP) and Awards
- One of originating Program Directors for Diversity Initiatives, INCLUDES
- Audit financials for every type of US education institutions, Tribal Universities, HBCU, HSI, MSI, PWI, and community colleges

Engineering Directorate/Engineering Education Centers

- One of a few Program Directors who worked in two different Directorates Education and Engineering
- Managed the 2nd largest budget \$180M respectively
- Program provides largest University award in country \$60M
- Awarded 4 Centers, yearly; managed four (4) \$60M centers, yearly.
- Organized 4 SVT with 6 auditors, to review 15 University's \$30M annual budgets
- Implemented National Academies recommendation to update government solicitation for Gen 4 Convergent Research Centers
- Worked on other programs in Engineering, CAREER, CMMI
- ASEE Engineering Deans, Council along with other important strategic groups including HBCUs, HSIs.

Director, University level Centers, (SAVANT, NSF I/UCRC (CELDi) and Alfred P. Sloan Center)
 Deputy Director, University Center, Security Advances Via Nanotechnology (SAVANT)
 Director, National Science Foundation Industry/University Cooperative Research Center (I/UCRC),
 Centers for Engineering and Logistics and Distribution (CELDi)

- Participated on Provost Council (Deans Council)
- Worked with Economic Development and VPR to facilitate outreach to state and industry (Industrial Parks, donations, named space)
- Managed staff ranging from 16 to 60, faculty staff and students
- Raised funds for Industry University Private Public Partnerships, ranging of \$5M
- Supported Minority PhD Program through center to graduate 15 more minority PhDs

Associate Dean, College of Engineering (University of Texas Arlington)

- Managed faculty and staff ranging from 16-300, (recruit, hire, tenure and promotion)
- Raised donor and corporate relations funds ranging of \$10,000 to \$1.5M in gifts
- Created transfers student fund \$800,000
- Reduction in force (RIF) positions for unproductive staff positions
- Evaluation and support of promotion and tenure
- Created and sun-setted programs, graduate and undergraduate
- Worked on program merger team to facilitate faculty transitions and increase student enrollments
- Managed space and facilities over 199,000 sqft, and six buildings in Engineering Complex
- Transition space from faculty with low expenditures per square ft

- Increased PhD student graduation and retention to meet metrics to take University from Carnegie R2 to Carnegie R1 (2017) and to Texas Tier 1 (2020) in all metrics (PhDs, national academy member recruitment, research expenditures, undergraduate retention)
- Managed Endowed Professor and Chair committee and recruited 5 National Academy Members

Chair, Division - Engineering Economics Division, American Society of Engineering Educators

- Represented 300 members, mostly faculty who taught Engineering Economics
- Supported yearly conference, endowment for journal for best Paper
- Gave out awards and scheduled yearly gala
- Operating budget \$300,000
- Trained, as Secretary, Treasurer, Program Chair, Past President, Board Member and Chief Diversity and Inclusion representative.

Chair, Division - Engineering Management Division, American Society of Engineering Educators

- Represented 200 members, mostly faculty who taught Engineering Economics
- Supported yearly conference, and activities for presentations and best Paper
- Operating budget \$200,000
- Trained, as Secretary, Treasurer, Program Chair, Past President, Board Member and Chief Diversity and Inclusion representative.

President, Texas A&M University Former Black Students (FBS)

- Took BFSN network to become official TAMU Alumni organization
- Supported banquet to raise \$1M for scholarships for students
- Organized strategic plan and assigned officers to support conference and other activities
- Met with President of TAMU to address diversity and racism challenges

President, Institute of Industrial Engineers, Senior Chapter Houston, TX

- Managed members from local Houston area
- Schedule Speakers and scholarships for students in local Universities
- Represented 12,000 members and budget of \$100,000
- Was liaison to student chapter of IISE

1. Education and Employment History

1.1 Education

- | | |
|-------------|---|
| August 2003 | Ph.D., Industrial Engineering, University of Houston, Houston, TX
Advisor: Christopher Chung, Concentration: Engineering Management
Dissertation: <i>“A Predictive SPC Model for Determining Cognitive Voluntary Turnover before Physical Departure,”</i>
Defended: May 03 Conferred: Aug 03 |
| May 1996 | M.S., Industrial Engineering, University of Houston, Houston, TX
Advisor: Christopher Chung
Thesis: <i>“Turnover of Part-Time Hourly Employees in an Industrial Service Company”</i> |
| May 1993 | B.S., Industrial Engineering, Texas A&M University, College Station, TX |

1.2 Administrative Appointments

National Science Foundation, Arlington, VA, Program Director (2015-2018)

Engineering Directorate/Engineering Education Centers

2016-2018 Program Director, Engineering Research and Centers (ERC), ERC Director
Nanomanufacturing Systems for Mobile Computing and Mobile Energy Technologies (NASCENT), Nanotechnology-Enabled Water Treatment (NEWT), Revolutionizing Metallic Biomaterials (RMB), Re-Inventing the Nation's Urban Water Infrastructure (RENUWIT) Centers

Education and Human Resources Directorate/Division of Graduate Education

2015-2017 Program Director, Graduate Research Fellowship Program (GRFP) Graduate Research Internship Program (GRIP), EHR Core Research (ECR) Workforce Development Strand Lead, Enabling the Future of Making (MAKER, Lead)

University of Texas at Arlington, Arlington, TX

2017-Present Associate Dean of Engineering for Graduate Affairs
2013-2019 Deputy Director, University Center, Security Advances Via Nanotechnology (SAVANT)
2013-2015 Program Chair, Master of Science Logistics
2011-Present Director, Radio Frequency and Auto Identification (RAID) Labs

University of Nebraska Lincoln, Lincoln, NE

2004-2014 University Site Director, Alfred P. Sloan Minority Ph.D. Program, UNL (2004-2011) and UTA (2011-2015)

2009-2010 Director, Transportation & Logistics Lab (located in MATC DoT Region V Center)
2004-2007 PI & Site Director, National Science Foundation Industry/University Cooperative Research Center (I/UCRC), Centers for Engineering and Logistics and Distribution (CELDi)
2004-2010 Director, RFID and Supply Chain Logistics (RfSCL) Lab

University of Houston, Central, Houston, TX

Sum- 2003 Director, Minority Mentoring & Enrichment Seminar in Engineering Training (MESET) in the Program for Mastery in Engineering Studies (PROMES)

1.3 Endowed, Research & Academic Appointments

University of Texas at Arlington, Arlington, TX

2017-Present Endowed Professorship, George and Elizabeth Pickett Endowed Professorship
2014-Present Professor, Industrial, Manufacturing and Systems Engineering
2011-2014 Associate Professor, Industrial and Manufacturing Systems Engineering
2011-2012 Scholar, William J. Fulbright, Engineering Education in Mexico

University of Nebraska Lincoln, Lincoln, NE

2008-2010 Associate Professor, Industrial and Management Systems Engineering
2004-2008 Assistant Professor, Industrial and Management Systems Engineering
2003-2004 Post-Doctoral Research Associate, Industrial and Management Systems Engineering

University of Houston, Central, Houston, TX

2002-2003 Teaching Assistant, Industrial Engineering, Cullen College of Engineering

1.4 Industry Positions

2000 - 2002 Principal, Senior Manager, Arthur Andersen, LLP Consulting, Dallas, TX
Big 5 Accounting Firm (Based out of the Chicago), Fortune 50 Company

1998 - 2000 Senior Project Manager, Tompkins Associates Consulting Firm, Irving, TX

1996 - 1998 VP Operations and HR, VP Engineering, Engineering Director, Academy Sports and Outdoors, Katy, TX

1993– 1996 Supervisor, Industrial Engineer, United Parcel Service (UPS), Houston, TX

1.5 Other Leadership Positions

1. *Chair, Division* – ISCEA International Standards Executive Board Technology Committee (IISB), 2010 – Present
2. *Chair, Committee* - International Supply Chain Education Alliance RFID Supply Chain Manager (ISCEA RFID SCM) Certification Committee, 2007 – Present
3. *Chair, Division* -American Society of Engineering Educators, Engineering Economics Division, 2014 - 2015
4. *Chair, Division* - American Society of Engineering Educators, Engineering Management Division, 2007 - 2008
5. *President* – Institute of Industrial Engineers, Senior Chapter Houston, TX Chapter, 1993-1996
6. Texas A&M University Former Black Students Network (BFSN), Inaugural President 1996

1.6 Fellowships

1. AGB Institute for Leadership & Governance in Higher Education, confirmed 2021
2. Institute for Management and Leadership in Education (MLE) at the Harvard Graduate School of Education, confirmed 2021
 - a. Aligning Strategic Priorities and Financial Resources
 - b. Organizational Change and Uncertainty: A Leadership Program for Higher Education
 - c. Ensuring Equitable Student Success
3. **Senior Advisor (Expert)** with the **Office of the Chief Economist** in the **U.S. Department of State** Jefferson Science **Fellow**, October 2020
4. Presidential Awards for Excellence in Science, Mathematics and Engineering Mentoring Fellow, **nominated** 2021
5. American Society for Engineering Education Fellow, nominated 2021
6. Sigma Xi, **Fellow**, June 2020
7. Institute of Industrial and Systems Engineers, **Fellow**, 05/2020
8. The Academy of Medicine, Engineering, and Science of Texas (TAMEST) Protégé, 2020
9. African Scientific Institute (ASI), notable **Fellow**, 2019
10. International Supply Chain Education Alliance (ISCEA) **Fellow**, 07/10/2017
11. William J. Fulbright Foundation Specialist Scholar, 2011
12. Alfred P. Sloan Foundation, MPS Scholar, 2003
13. American Society of Quality (ASQ) Fellow, **nominated** 2020
14. American Association for the Advancement of Science, Honorary Fellow, **nominated** 2020

1.7 National Accomplishments/Interviews and Media/Global Initiatives

1. Feature, “Public Release: The Impact of COVID-19 on the Careers of Women in Academic Sciences, Engineering, and Medicine”, **National Academies of Science, Engineering and Medicine**, March 9, 2021.
Link: <https://www.nationalacademies.org/event/03-09-2021/public-release-the-impact-of-covid-19-on-the-careers-of-women-in-academic-sciences-engineering-and-medicine>
2. Feature, “September COVID-19 Research Lightening Talks: Webinars and Q&A”, Northeast Big Data Innovation Hub, September 16, 2020.
Link: <https://nebigdatahub.org/events/covid-19-lightning-round-webinar-and-qa/>
3. Feature, “Helping Fight COVID-19”, UTA Engineering, September 2020
Link: <https://uta.engineering/magazine/2020/helping-fight-covid/>
4. Feature, “UTA Researcher Erick C. Jones was recently named a fellow of the Institute of Industrial and Systems Engineers.”, Arlington Today, June 2020.
Link: <https://arlingtontoday.com/digital-editions/>
5. Dr. Jones was recently elected as a fellow for the IISE, Arlington Today, June 5, 2020 Issue
Link:
 - i. <https://arlingtontoday.com/digital-editions/>
 - ii. https://www.uta.edu/news/news-releases/2020/05/11/jones-iise%20fellow?utm_medium=email&utm_source=MavWire_2020-05-13&utm_campaign=MavWire,
 - iii. https://www.eurekaalert.org/pub_releases/2020-05/uota-jnf051320.php
6. Article, “UTA Optimizing Delivery of Possible COVID-19 Medication for Underserved Communities”, Science Magazine, May 5, 2020.
Link:
 - i. <https://scienmag.com/uta-optimizing-delivery-of-possible-covid-19-medication-for-underserved-communities/>
 - ii. <https://www.uta.edu/news/news-releases/2020/05/05/coronavirus-supply-chain>
7. Abstract, “EAGER: AI-Enabled Optimization of the COVID-19 Therapeutics Supply Chain to Support Community Public Health”, National Science Foundation, April 17, 2020
Link: https://www.nsf.gov/awardsearch/showAward?AWD_ID=2028612
8. UTA College of Engineering receives Bronze Award for diversity initiatives.
Link:
 - i. https://www.theshorthorn.com/news/uta-college-of-engineering-receives-bronze-award-for-diversity-initiatives/article_d0f5dda0-80e4-11ea-a78a-1b5f9430f654.html
 - ii. <https://www.uta.edu/academics/schools-colleges/engineering/students/diversity-pledge>
9. Article, “Cancel cuts to Graduate Research Fellowships”, Science Magazine, January 31, 2020
Link: <https://science.sciencemag.org/content/367/6477/519>
10. Article, “Why Fellowships? A funding model worth defending”, Council of Graduate Schools
Link: <https://cgsnet.org/why-fellowships-funding-model-worth-defending>
11. Inaugural Board Chairman, EngineeringCAS Advisory Board, <http://engineeringcas.liasoncas.org/>
12. Moderator., Jones E.C., “Panel: Products you trust – the role of blockchain in the supply chain”, Blockchain For Enterprise, Blockchain Expo, North America 2018, Santa Clara Convention Center, Silicon Valley, November 28th, 2018, 10:20am.
13. Magazine Interview, Biology Graduate Programs Educating Students for Life beyond Academia: Broadening horizons for young scientists, BioScience, bix152., <https://doi.org/10.1093/biosci/bix152.>, January 10th, 2018.

14. Global Presentation., Jones, E.C., “The Fourth Industrial Revolution, The Internet of Things and The Smart and Connected World and What the NEXTGen of Students MUST Learn” Karunya University, Tamil Nadu, India. September 16th, 2017.
Link: <https://www.youtube.com/watch?v=z9RHnLx5jew>
15. Global Interview., Jones, E.C., “Special Interview about the 4th Industrial Revolution with Dr. Erick C. Jones” Media Studio, Karunya University, Tamil Nadu, India. September 16th, 2017.
Link: <https://www.youtube.com/watch?v=BEIaBilxfg&feature=youtu.be>
16. International Presentation., Jones, E.C., “The Fourth Industrial Revolution, The Internet of Things and The Smart and Connected World and What the NEXTGen of Students MUST Learn” Dayananda Sagar Institutions, Bengaluru, India. September 14th, 2017.
17. Article: “Graduate Research Internships a Resource to Fill STEM Workforce Gap”, Diverse Issue in Higher Education, August 30, 2017.
Link:
http://diverseeducation.com/article/100960/?utm_campaign=DIV1708%20DAILY%20NEWSLETTER%20AUG31&utm_medium=email&utm_source=Eloqua
18. Nationally Televised Interview (PBS): Business First AM, “Supply Chain Technology Conference and Expo,” July 19th, 2016.
19. Global Conference Chair: SCTech International Conference, Chicago, IL, July 16th -19th, 2016.
20. Editor: *International Supply Chain Technology Journal (ISCTJ)*., July 15th, 2015
21. Presider/Moderator: “Changing Demographics and STEM”, The Alfred P. Sloan Minority Ph.D. Program 2014 Directors Conference at The Institute of Teaching and Mentoring sponsored by the Compact for Faculty Diversity (Atlanta, Georgia), November 1, 2014 with Edwin J. Barea-Rodriguez
22. Local Radio Interview: KERA 90.1 (B. J. Austin), May 24th, 2013.
23. MATC Scholars Program, <https://www.youtube.com/watch?v=ZZ1sZ9YS4iA&feature=youtu.be>
24. MATC Minority Scholars Program, PI, <https://vimeo.com/57237332>
25. Global Online Newsletter Feature Article: “Passive and Active RFID in the Healthcare Environment,” xerafy.com *Newsletter*, Oct. 4th, 2012,
<http://dac.technocreates.net/xerafyhealth/blog/passive-and-active-rfid-in-the-healthcare-environment/>
26. Director: International Research Experiences for Students (IRES) Program in Queretaro, Mexico, 2011-2013, funded by NSF.

1.8 Corporate and Advisory Boards

1. *Sloan Network Board* – 05/26/2021
2. *Committee Member*, National Academics of Science, Engineering and Medicine (NASEM), “Potential Impacts of COVID – 19 on the Careers of Women in Science, Engineering and Medicine” Workgroup, 07/18/2020 - Current
3. *Board Member*, Corporate and Academic Chief Diversity Officers, Graduate Education for Minorities (GEM), 07/01/2019 – 06/30/2021
4. *Executive Board Member, Projects Committee* - American Society of Engineering Educators (ASEE), Division, 2019 - 2021
5. *Executive Board, Chief Diversity Equity and Inclusion Delegate* (CDEI) - American Society of Engineering Educators (ASEE), Engineering Economics Division, 2015 - 2023
6. *Chair, Board chair* – Engineering Inaugural Board chair for Engineering (CAS), 2018

7. *Board Member* – Alfred P. Sloan Foundation – Sloan Scholars Mentoring Network (SSMN), 2016 - present
7. *Member* – Dallas Regional Chamber’s Business University Roundtable, 2013 – 2015.
8. *Member*, Corporate Board – Vita-Living, Inc., 2013
9. *Member*, Dallas Regional Chamber of Commerce, 2011 – 2013
10. *Member*, Academic Board, Texas Business Hall of Fame, 2017 - Current

1.9 Philanthropy & Fundraising (Invitation Only)

1. Texas Business Hall of Fame, Award Gala, 2017-2020, *Invitation Only
2. The 2017 NACME Award Gala., New York, NY., 10/18/2017. *Invitation Only
3. The Ohio State University Scarlet and Gray Reception., Congressional Black Caucus Event, Washington, DC, 10/28/2017. *Invitation Only
4. Fire and Focus Scholarship Fund Inc. “A Beacon of Light for Tomorrow’s Leaders” Honoring Congresswoman Joyce Beatty., Washington, DC., 09/22/2017. *Invitation Only

1.10 Licenses

1. ISCEA, Certified Master Lean Six Sigma Black Belt (CLSSMBB) (License # 0381) since 2011, Current, Yellow Belt (CLSSYB), Green Belt (CLSSGB), Black Belt (CLSSBB), since 2011
2. ISCEA, RFID Supply Chain Manager (RFIDSCM) (License# 01261) since 2003, Current, RFID Supply Chain Planner (RFIDSCP), 2008
3. ASQ, Six Sigma Black Belt (License # 3740) since October 22nd, 2005, Current
4. Texas Professional Engineer (License # 95393), 2004, Current

1.11 Memberships in Professional Organizations (Year Joined shown)

1. Harvard University, Management Development Program (MDP), accepted, 2021
2. Sigma Xi, Member, 2020
3. TAMEST, The Academy of Medicine, Engineering and Science of Texas, Protégé, 2020
4. Fulbrighter, the exclusive online networking platform for Fulbright alumni and grantees, Member, 2019
5. ABET, (Program Evaluator), 2011- Current
6. AAAS, American Association for the Advancement of Science, (#41554169), 2015
7. AERA, American Education Research Association, 2015
8. Texas Space Grant Consortium (TGSC), 2010
9. Association for Automatic Identification and Mobility (AIM), 2006
10. DASH 7 Alliance, 2006
11. American Society of Quality (ASQ), 2005
12. ASEE, American Society of Engineering Educators, 2005
13. American Society of Engineering Management (ASEM), Chartered Member, 2003
14. National Society of Black Engineers (NSBE), 2003
15. Warehouse Education and Research Council (WERC), 1999
16. Texas A&M University Former Black Students Network (BFSN), Inaugural President 1996
17. Texas A&M University Association of Former Students, 1993
18. IISE, Institute of Industrial Engineers, 1993

1.12 Professional Development

1. *Cohort*, Jefferson Science Fellows (JSF), National Academy of Science Engineering and Medicine (NASEM), 2021
2. *Cohort*, the Management Development Program (MDP), Harvard University, 2021
3. *Workshop*, “Affinity Mentors Onboarding TODAY”, Rice University, 07/27/2020
4. *Conference*, “Dean and MEP Roundtable Discussion”, Annual National Society of Black Engineers conference, Virtual, 07/20/2020.
5. Workshop “18th Annual Latino Higher Education Leadership Institute”, Hispanic Association of Colleges and Universities, Chicago, 10/05/2019 – 10/07/2019.
6. Workshop “Advanced Fundamentals of Fundraising, AFP CFRE Refresher Course”, Association of Fundraising Professionals, 09/2019.
7. Workshop “Fundamentals of Fundraising”, Association of Fundraising Professionals, 09/27/2018
8. *HT401 High Threat Security Overseas Seminar*, Diplomatic Security Training Center, U.S. Department of State, 07/04/2018.
9. Workshop “Intelligent Manufacturing Initiative for the Border,” The U.S.-Mexico Border Philanthropy Partnership, Technology Commercialization Subcommittee of Museic-Binational Symposium (FUMEC) (San Diego, CA), 11/10/2014 -11/11/2014.
10. Workshop, NSF Workshop on Advanced Manufacturing for the Oil and Gas Energy Industry (Houston, TX), 11/02/2014-11/04/2014.
11. “Environmental Implications of Additive Manufacturing” National Science Foundation (NSF) Workshop., Arlington, VA, 10/14/2014 -10/14/2014.
12. Alfred P. Sloan, Minority Ph.D. Program, Attended Directors Meetings in 2014 (Atlanta), 2006 (Purdue University) and in 2004 (Greensboro, NC).
13. Compact for Diversity Workshop, Alfred P. Sloan Program, Attended as Ph.D. candidate and Sloan site Director Annual Meeting in 2004 - 2014.
14. APLU Convocation: 150 Years of the Morrill Act: Advancing the Legacy, 06/26/2012.
15. CRPGE Workshop for New Vice Presidents/Vice Chancellors & Graduate Deans, 06/25/2012.
16. ABET Workshop, IIE Annual Conference & Expo 2012, 05/20/2012.
17. Conference Chair: ISCEA 2012 Supply Chain Automation & Innovation Conference and Expo
18. Course, Factory Physics, Principals to Accelerate Profitability and Performance, 05/18/2011 -05/19/2011.
19. ABET, Program Evaluator Training – 04/30/2011- 05/01/2011
20. Summer Institute for Online Teaching – 1st year participant, 2008.
21. Peer Review Teaching Program –1st year participant, 2nd year advanced group participant, 2005 – 2007.
22. NSF Minority Faculty Development, Arlington, VA, 10/2006.

1.13 National and International Awards, Honors and Recognition

- i. The Academy of Medicine, Engineering, and Science of Texas (TAMEST) Protégé, 2020
- ii. National Role Model Administrator Award, Minority Access Inc., 2018.
- iii. George and Elizabeth Pickett Endowed Professor, University of Texas at Arlington, 2017
- iv. Fulbright Mexico Scholars Specialist, Engineering Education in Mexico, 2011.
- v. American Society of Engineering Management Charter Member, 2003
- vi. NACME Undergraduate Award, 1990, 1991, 1992
- vii. 1988 Presidential Achievement Award (Undergraduate), 1988-1992

1.14 Regional and Local Research Awards and Recognition

1. Innovative Use of Instructional Technology Teaching Award, UNL, 2007

2. College of Engineering Teaching Award Assistant Professor, UNL, 2007
3. College of Engineering Service Award Assistant Professor, UNL, 2006
4. College of Engineering Research Award Assistant Professor, 2006

2. Total Grants Awarded

Dr. Erick C. Jones has received 75 awards from different agencies totaling over 10 million US Dollars. Of these awards, 60 were single PI external funds.

These awards have come from prestigious agencies such as National Science Foundation, NASA, William J. Fullbright, Alfred P. Sloan Foundation, NIST, US Department of Education, US Department of Transportation amongst others.

Subscript Notations used	
PI and Co-PI's, sponsor amount	= 1
University Cost share amount	= 2
Total amount	= 3
Amount attributable to Dr. Jones	= 4
SAP WBS Account Number	= 5

Funding Type	Number of Awards	Amount Funded
Hard External Funds (PI) 100% Credit	60	\$4,887,197.00
Hard External Funds (Co-PI)	8	\$2,024,072.00
Hard Internal Funds (PI) 100% Credit	6	\$59,000.00
Hard Internal Funds (Co-PI) 100% Credit	3	\$921,208.00
Required Matched Funds	12	\$2,268,832.00
TOTAL	90	\$10,160,309.00

2.1 Externally Funded Research

Funded

1. 10/01/2020 – 09/30/2021, National Science Foundation (NSF), Integrative and Collaborative Education Research (ICER) Award ID 2028343, “Understanding the Impact Graduate Fellowships on Broadening Participation in GEO”, (PI: Erick Jones).
\$49,998₁/\$0₂/ \$49,998₃/ \$49,998₄/TBD
2. 04/17/2020 – 04/31/2022, National Science Foundation (NSF), Civil, Mechanical and Manufacturing Innovation (CMMI) 2028612, “AI-Enabled Optimization of the COVID-19 Therapeutics Supply Chain to Support Community Public Health”, (PI: Erick C. Jones).
\$199,993₁/ \$0₂/\$199,993₃/\$199,993₄ / 1262610000
3. 10/01/2019 - 09/30/2020, National Science Foundation (NSF), Division of Computer and Network Systems (CNS) 1939762 “Collaborative Research: Workshop - BP in STEM, Computer Science and Engineering through improved Financial Literacy”, (PI: Erick C. Jones, Co-PI: Felicia

- Jefferson).
 \$28,238₁/\$0₂/\$28,238₃/ \$28,238₄/1261006930
4. 02/15/2019-02/14/2020, Center for Transportation Equity, Decisions & Dollars (CTEDD), CTEDD 19-03 SG, “Investigation, testing and development of an RFID system for effective maintenance of the existing national transportation infrastructure”.
 \$29,606₁/\$15,000₂/\$ 44,606₃/ \$44,606₄/1262201209
 5. 09/01/2017- 08/31/2020, National Institute of Standards and Technology, Measurement Science and Engineering (MSE) Research Grant Programs, 2016-NIST-MSE-01, “Standardizing Future Smart and Connected Forensic Evidence Rooms” for Internet of Things (IoT) Based AutoID enabled technologies”. \$75,000₁/\$0₂/\$ 75,000₃/ \$75,000₄/1266804310
 6. 08/10/2017-08/09/2018, National Science Foundation (NSF), Division of Engineering Education Centers (EEC), “Interagency Personnel Agreement”.
 \$293,098₁/\$29,765₂/\$ 322,863₃/ \$322,863₄/1261005710
 7. 08/10/2016-08/09/2017, National Science Foundation (NSF), Division of Graduate Education (DGE), “Interagency Personnel Agreement”.
 \$218,423₁/\$38,545₂/\$ 256,968₃/ \$256,968₄/1261005710
 8. 08/10/2015 - 08/09/2016, National Science Foundation (NSF), Division of Graduate Education (DGE), “Interagency Personnel Agreement”.
 \$193,354₁/\$34,000₂/\$ 227,354₃/ \$227,354₄/1261005710
 9. 09/01/2014-08/31/2019, National Science Foundation (NSF), Division of Undergraduate Education (DUE) Award# DUE- 1356735 “Focus on Retention in Cohorts of Engineering Students - Plus (FORCES+)” (PI-Andrew P. Kruzic) Co-PIs (Erick C. Jones, Lynn L. Peterson, Nancy L. Michael, J., Carter M. Tiernan).
 \$ 638,572₁/ \$ 0₂/ \$ 638,572₃/ \$ 100,000₄/ 1356735₅
 10. 08/15/2014-07/31/2016, National Science Foundation(NSF) Division of Human Resource Development (HRD) Award# HRD-1407356 “UT System LSAMP UT Arlington Bridge to the Doctorate Fellowship Program” PI-Ashanti Johnson (Academic Affairs), Co-PI-Raymond L Jackson, (Grad Studies); Co-PI-Erick Jones (Engineering), Co-PI-Tuncay Aktosun (Math)/UTEP-PI-Ben Torres).
 \$ 979,500₁/ \$ 0₂/ \$ 979,500₃/ \$ 100,000₄/ TBD
 11. 06/02/2014 – 08/11/2014, Graduate Student Research Agreement, Computer Innovation Services (CIS), “Outbound Logistics Optimization or WMS Systems”, (GRA: Raghunandan Gorumurthy).
 \$ 12,500₁/ \$ 0₂/ \$ 12,500₃/ \$ 12,500₄/1000000174
 12. 06/02/2014 – 08/11/2014, Graduate Student Research Agreement, Computer Innovation Services (CIS), “Outbound Logistics Optimization or WMS Systems”, (GRA: Uday Giridhar).
 \$ 12,500₁/ \$ 0₂/ \$ 12,500₃/ \$ 12,500₄/1000000175
 13. 06/02/2014 – 08/11/2014, Graduate Student Research Agreement, Kaneka North America, LLC., “Evaluating the Logistics Costs of Using Rail”, (GRA: Nayana Basur Shankarappa).
 \$ 12,500₁/ \$ 0₂/ \$ 12,500₃/ \$ 12,500₄/ 1000000176
 14. 08/02/2013-01/31/2014 US Department of Education (DoE) / Texas US Congress 33rd District Award# N/A “Graduated Assistance in Areas of National Need (GAANN) for Aging and Underrepresented Industrial Engineering Students” (PI). (Co-PI’s, Don Liles, Phil Cohen, Victoria Chen, Jay Rosenberger)
 \$536,166₁ / \$136,895₂ /\$536,166₃/ \$536,166₄/ 26-1801-24₅/ 1261801240_B/ 311617_A

15. 01/31/2013 Texas Medical Research Collaborative (TxMRC)/TxMED Award# NA “Utilizing Non-traditional Glasswork Process for Development of Micro-channel Molding Process” (Co-PI). (PI, Richard Billo). (Co-PI’s, John Priest, Mario Romero-Ortega, Heather Beardsley). \$100,000₁/ \$0₂/ \$100,000₃/ \$100,000₄/ TBD₅
16. 04/01/2013-03/31/2018, National Science Foundation (NSF) Industry /University Cooperative Research Center in Energy Efficient Electronic Systems (I/UCRC E3S), Award# NA “Rf-Code Computer Rack Cooling System RFID Project,” (PI) (Co-PI, Dr. Dereje Agonafer). \$250,000₁/ \$0₂/ \$250,000₃/ \$250,000₄/ TBD₅
17. 01/31/2013-04/30/2014, Angelica Incorporation, “Evaluating RFID in Healthcare Linen”. \$105,200₁/ \$0₂/ \$105,200₃/ \$105,200₄/ 26-7605-73-43 & 45₅/1267605430
18. 04/01/2012-05/15/2013, Alfred P. Sloan Foundation Minority Ph.D Program “Increasing Ph.D.’s for Underrepresented Minorities Program, University of Texas Arlington Program”. \$10,000 student fellowship. (Student awarded: Shernette Kydd- Industrial and Manufacturing Systems Engineering). (PI). Award distributed through graduation. \$32,000₁/ \$0₂/ \$32,000₃/ \$2,000₄/ 26-6802-77₅
19. 04/01/2013-Present, Alfred P. Sloan Foundation Minority Ph.D Program “Increasing Ph.D.’s for Underrepresented Minorities Program, University of Texas Arlington Program”. \$15,400 student fellowship. (Student awarded: Betsegaw K. Gebrehiwot –Mechanical and Aerospace Engineering). (PI). Award distributed through graduation. \$32,000₁/ \$0₂/ \$32,000₃/ \$2,000₄/ 26-6802-77₅/126802770
20. 1/01/2011- 06/30/2013, Alfred P. Sloan Foundation Minority Ph.D Program “Increasing Ph.D.’s for Underrepresented Minorities Program, University of Texas Arlington Program”. (Student awarded: Damena Agonafer -Industrial and Manufacturing Systems Engineering). (PI). \$30,800 student fellowship \$ 2,000 administrative grant. Award distributed through graduation. \$32,000₁/ \$0₂/ \$32,000₃/ \$2,000₄/ 26-6802-77₅
21. 1/01/2011- 06/30/2013, Alfred P. Sloan Foundation Minority Ph.D Program “Increasing Ph.D.’s for Underrepresented Minorities Program, University of Texas Arlington Program”. (Student awarded: Andrea Graham-Industrial and Manufacturing Systems Engineering). (PI). \$ 30,800 student fellowship \$ 2,000 administrative grant. Award distributed through graduation. \$32,000₁/ \$0₂/ \$32,000₃/ \$2,000₄/ 26-6802-77₅
22. 06/01/2010-05/31/2013, National Science Foundation (NSF) Office of International and Integrative Activities (IIA) International Research Experiences for Students (IRES) Program “IRES Mexico: RFID in Mexico” Technologico de Monterrey, Campus Monterrey, (PI). \$140,249₁/ \$0₂/ \$140,249₃/ \$140,249₄/ 26-1003-96₅
23. 09/07/2011-09/20/2011, Fulbright Specialists Grant in Engineering Education (Mexico, Monterrey Institute of Technology).(PI). \$3,415₀/ \$3,415₃/ \$3,415₅
24. 03/29/2011-09/16/2011, KLSS, Inc, “NETS Demonstration”.(PI). \$12,000₁/ \$0₂/ \$12,000₃/ \$12,000₄/ 26-3905-70₅
25. 08/26/2011-5/15/2013, United Negro College Fund Special Programs Coordination – “Harriett G. Jenkins Pre-Doctoral Fellowship Program”. (Student awarded: Maurice Cavitt-Industrial and Manufacturing Systems Engineering). (PI). \$ 72,000 student fellowship (\$ 24,000/yr)/ \$25,500 tuition offset (\$8,500/yr).

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26. 06/01/2010 – 05/01/2012 NASA EPSCOR, “RFID and RTLS Enhancement for Inventory Management and Logistics Space Transportation Systems”. (PI). (Industry match 60,000 UNL matched \$150,000)
\$ 1,500,000₁/ \$ 1,500,000₂/ \$3,000,000₃/ \$3,000,000₄/26-1111-0089-001₅.
27. 07/05/2010 - 07/04/2011, Aurora Cooperative Corporation, “Evaluating Transportation to Reduce Ethanol Production Cost”.(PI). (Co-PI , Demet Batur),
\$5,000₁/ \$0₂/ \$5,000₃/ \$2,500₄/ 26-1111-0094-001₅.
28. 05/01/2010 – 06/30/2011, Mid America Transportation Center, “MATC Educational Project: MATc”.(PI).
\$90,000₁/ \$0₂/ \$90,000₃/ \$65,000₄/ 25-1121-0001-311₅, 25-1121-0001-301₅.
29. 06/01/2009- 06/01/2011, Mid-American Transportation Center (MATC), “Evaluation of RFID Technologies for Linear Roadside Assets”. (PI). (Co-PI, Judy Perkins), Prairie View A&M University, Prairie View, TX, \$ 60,000 (60,000 required matched funds, award value \$ 120,000)
\$60,000₁/ \$60,000₂/ \$120,000₃/ \$95,000₄/ 25-1121-0001-323₅.
30. 01/01/2010-01/01/2011, NCESR, Energy Research Grants. “Investigation and Evaluation of Windmill Safety Using the Analytical Hierarchy Process,” Nebraska Center for Energy Sciences Research, (Co-PI). (PI, Michael W Riley). – \$ 150,000 (10,000 Awarded), 01/01/2010-01/01/2011 - \$ 10,000, WBS 26-1217-0001-408.
\$150,000₁/ \$0₂/ \$150,000₃/ \$10,000₄/ 26-1217-0001-408₅.
31. 10/1/2009-06/30/2010, NASA EPSCOR, “RFID and RTLS Enhancement for Inventory Management and Logistics Space Transportation Systems”. (PI). (\$ 1,500 Fellowship for Maurice Cavitt).
\$1,500₁/ \$728₂/ \$1,500₃/ \$1,500₄/ 25-1111-0093-001₅.
32. 10/01/2009 – 06/30/2010 NASA EPSCOR, “NASA Astronaut Hand Evaluations for Gloves in Space”. (Co-PI). (PI, Ram Bishu).
\$19,000₁/ \$19,000₂/ \$38,000₃/ \$9500₄/ 26-1111-0092-001₅
33. 03/03/2009-05/01/2010, Aurora Cooperative Corporation, “Evaluating Grain Supply Chain Logistics Costs for Aurora Tri Terminal Expansion”. (PI). (Co-PI’s , Mike Riley, Jeffrey Woldstad)
\$50,000₁/ \$0₂/ \$50,000₃/ \$45,000₄/ 26-1111-0088-001₅.
34. 07/15/2008 - 01/15/2010, Department of Transportation (DOT) Federal Motor Carrier Safety Administration (FMSCA) Commercial Vehicle Information Systems and Networks Program (CVISN) and Nebraska Department of Motor Vehicles (DMV), “Evaluation of RFID Technologies for Roadside Safety”. (PI).
\$250,000₁/ \$350,000₂/ \$600,000₃/ \$600,000₄/ 26-1121-1300-001₅.
35. 01/01/2009- 12/31/2009, NASA EPSCOR, “RFID and RTLS Enhancement for Inventory Management and Logistics Space Transportation Systems”. PI. (\$ 23,899 required matched funds, award value \$ 45,399).
21,500₁/ \$23,899₂/ \$45,399₃/ \$45,399₄/ 26-1111-0084-001₅
36. 03/16/2009 - 06/01/2009, Nebraska Department of Economic Development, Tenneco Plant Supply Chain Modeling. (Co-PI). (PI, Jeonghan Ko)
\$15,000₁/ \$0₂/ \$15,000₃/ \$7,500₄/ 26-1111-0087-001₅
37. 06/01/2008 - 06/01/2009, Mid-American Transportation Center (MATC), “Evaluation of RFID Technologies for Roadside Safety”. (PI). (Co-PI, Judy Perkins), Prairie View A&M University, Prairie View, TX.
\$60,000₁/ \$60,000₂/ \$120,000₃/ \$95,000₄/ 25-1121-0000-1102₅.

38. 05/10/2008 - 01/15/2009, NASA EPSCOR, “RFID and RTLS Enhancement for Inventory Management and Logistics Space Transportation Systems”. (PI).
\$20,000₁/ \$20,000₂/ \$40,000₃/ \$40,000₄/ 26-1111-0079-001₅
39. 07/01/2008- 08/15/2008, Covidien Corporation, “Barcode RFID Automation Analysis”. (PI).
\$2,500₁/ \$0₂/ \$2,500₃/ \$2,500₄/ 26-1111-0080-001₅
40. 05/01/2008 – 05/31/2008, NASA EPSCOR Undergraduate Microgravity Research Program Travel Grant, “Testing of RFID Technologies”. (PI). (\$2,500 required matched funds, award value \$ 5,000)
\$2,500₁/ \$0₂/ \$2,500₃/ \$2,500₄/ 26-1111-0078-001₅
41. 05/01/2007 - 05/01/2008, NASA EPSCOR, Travel Grant. (PI).
\$1000₁/ \$0₂/ \$1,000₃/ \$1,000₄/26-1111-0073-001₅
42. 04/22/2007-04/21/2008, City of Houston Health and Human Services Department, “Information Technology System Innovation Analysis”. (PI).
\$24,846₁/ \$0₂/ \$24,846₃/ \$24,846₄/26-1111-0075-001₅.
43. 10/01/2007 - 04/01/2008, NASA and VerdaSee Solutions, “Testing of RFID Gen 2 Technologies for NASA ISS”. (PI).
\$30,000₁/ \$0₂/ \$30,000₃/ \$30,000₄/ 26-1111-0077-001₅
44. 03/01/2007 – 03/09/2008, Mechanical Contractor Education Research Foundation (MCERF), “Evaluation of RFID in Construction Industry”. (Co-PI). Tim Wentz (Co-PI), Terry Stentz (Co-PI)
\$50,000₁/ \$0₂/ \$50,000₃/ \$16,667₄/ 26-1111-0070-003₅.
45. 9/23/2007, Alfred P. Sloan Foundation “Increasing Ph.D.s for Underrepresented Minorities Program, University of Nebraska Program,” (1 student awarded: Angela Garza -Industrial Engineering). (PI). \$ 28,000 student fellowship \$ 2,000 administrative grant. Student expected graduation 5/15/2014
\$32,000₁/ \$0₂/ \$32,000₃/ \$2,000₄/ 26-1111-0066-005₅.
46. 9/23/2007, Alfred P. Sloan Foundation – “Increasing Ph.D.s for Underrepresented Minorities Program, University of Nebraska Program,” (1 student awarded: Maurice Cavitt -Industrial Engineering). (PI). \$ 28,000 student fellowship \$ 2,000 administrative grant. Student expected graduation 5/15/2014
\$32,000₁/ \$0₂/ \$32,000₃/ \$2,000₄/ 26-1111-0066-004₅.
47. 09/23/2007, Alfred P. Sloan Foundation –“Increasing Ph.D.s for Underrepresented Minorities Program, University of Nebraska Program”. (1 student awarded: Catherine Atwood-Architectural Engineering). (PI) \$ 28,000 student fellowship \$ 2,000 administrative grant. Student expected graduation 5/15/2012
\$32,000₁/ \$0₂/ \$32,000₃/ \$2,000₄/ 26-1111-0066-003₅.
48. 09/23/2007 (Awarded date), Alfred P. Sloan Foundation “Increasing Ph.D.s for Underrepresented Minorities Program, University of Nebraska Program (1 student awarded: Dwight Mosby). (PI). \$ 28,000 student fellowship \$ 2,000 administrative grant
\$32,000₁/ \$0₂/ \$32,000₃/ \$2,000₄/ 26-1111-0066-002₅.
49. 09/23/2007 (Awarded date), Alfred P. Sloan Foundation “Increasing Ph.D.s for Underrepresented Minorities Program, University of Nebraska Program,” (1 student awarded: Meredith Ross - Industrial Engineering). (PI). \$ 28,000 student fellowship \$ 2,000 administrative grant
\$30,000₁/ \$0₂/ \$30,000₃/ \$30,000₄/ 26-1111-0066-001₅
50. 08/31/2005-08/30/2007, National Science Foundation (NSF), Industry /University Cooperative Research Center (IUCRC) as part of the Centers of Engineering Logistics and Distribution (CELDi), at the University of Nebraska-Lincoln. (PI).
\$100,000₁/ \$0₂/ \$100,000₃/ \$100,000₄/ 25-1111-0013-001₅.

51. 08/24/2006-08/23/2007, National Science Foundation (NSF) – INTL Supplement, I/UCRC CELDi. (PI).
\$15,000₁/ \$0₂/ \$15,000₃/ \$15,000₄/ 25-1111-0015-004₅.
52. 07/14/2006-07/13/2007, National Science Foundation (NSF) - RET Supplement, I/UCRC CELDi. (PI).
\$20,000₁/ \$0₂/ \$20,000₃/ \$20,000₄/ 25-1111-0015-001₅.
53. 05/10/2006-05/09/2007, Nebraska Department of Economic Development, “The Nebraska Model: Logistics Network Design Analysis”. (PI).
\$50,000₁/ \$0₂/ \$50,000₃/ \$50,000₄/ 26-1111-0070-002₅.
54. 02/28/2006-02/27/2007, National Science Foundation - REU Supplement, I/UCRC CELDi. (PI).
\$6,000₁/ \$0₂/ \$6,000₃/ \$6,000₄/ 25-1111-0015-002₅.
55. 04/22/2005 - 04/21/2006, City of Houston Health and Human Services Department, “Inventory Reduction Research Project”. (PI).
\$24,900₁/ \$0₂/ \$24,900₃/ \$24,900₄/ 26-1111-0058-001₅.
56. 04/22/2005 - 04/21/2006, NASA and Barrios Technology, “Using RFID Technology to track consumables products for the NASA Space Station”. (PI).
\$46,041₁/ \$0₂/ \$46,041₃/ \$46,041₄/ 26-1111-0065-001₅.
57. 01/24/2005- 01/23/2006, NASA EPSCOR, “Using RFID Technology to track consumables products for the NASA Space Station”. (PI).
\$10,000₁/ \$0₂/ \$10,000₃/ \$10,000₄/26-1111-0069-001₅.
58. 09/13/2004- 09/12/2005, National Science Foundation, Planning Grant for Industry /University Cooperative Research Center (I/UCRC) as part of the Centers of Engineering Logistics and Distribution (CELDi), at the University of Nebraska-Lincoln. (PI).
\$10,000₁/ \$0₂/ \$10,000₃/ \$10,000₄/ 25-1111-0013-001₅.
59. 08/12/2004 – 08/11/2005, City of Houston Public Works Department, Supply Chain Inventory Reduction Research Project. (PI).
\$24,900₁/ \$0₂/ \$24,900₃/ \$24,900₄/26-1111-0067-001₅
60. 05/13/2004 through 05/12/2005, NASA EPSCOR Travel Grant. (PI).
\$3,270₁/ \$0₂/ \$3,270₃/ \$3,270₄/26-1111-0060-001₅.

2.2 Internally Funded Research

University of Texas at Arlington

1. 05/29/2013 – 05/29/14, Presidential Committee, University of Texas at Arlington, “Homeland Security Based University Center Start-Up”. (Co-PI).
\$60,000₁/ \$0₂/ \$ 60,000₃/ \$60,000₄/TBD₅.
2. 04/12/2013 – 04/14/2013, Faculty Travel Supplement Program, University of Texas at Arlington, “Strategic Recruitment of Graduate Students”. (PI).
\$1,000₁/ \$0₂/ \$1,000₃/ \$1,000₄/TBD₅.
3. 05/2012 – 08/2012, Faculty Travel Supplement Program, University of Texas at Arlington, “Strategic Recruitment of Graduate Students”. (Co- PI). (PI- Vettrivel Ganeswaran)
\$60,000₁/ \$0₂/ \$60,000₃/ \$60,000₄/TBD₅.
4. 09/01/2011-08/31/2015, University of Texas Arlington “Security Advances Via NanoTechnology” (SAVANT) Center” (PI-Wei Chen, (Co-PIs- Erick C. Jones, Andrew Brandt)
\$801,208₁/ \$60,000₂/ \$801,208₃/ \$60,000₄/19-7518-07-50₅, 26-3501-13₅ /311295_B/311361_A

University of Nebraska-Lincoln

5. 06/01/2009 - 05/31/2010, University of Nebraska Layman Foundation, “A Model for Creating, Monitoring and Optimizing NASA Teams”. (PI).
\$10,000₁/\$0₂/\$10,000₃/ \$10,000₄/ \$26-1111-0086-001₅
6. 04/30/2007 – 04/29/2009, University of Nebraska Extended Education, “Logistics Certification Program”. (PI).
\$25,000₁/\$0₂/\$25,000₃/ \$25,000₄/ 22-1111-0004₅
7. 04/07/2005 – 04/07/2006, University of Nebraska Layman Foundation, “Radio Frequency Transponder Design and Manufacturing”. (PI).
\$10,000₁/\$0₂/\$10,000₃/\$10,000₄/26-1111-0064-001₅
8. 09/14/2004 – 09/13/2005, National Science Foundation EPSCOR – Minority Researcher Award, “Methodology for Predicting the Attrition of Engineering Students”. (PI). \$
\$3,000₁/\$0₂/\$3,000₃/\$3,000₄/ 26-1111-0060-001₅
9. 01/15/2004 – 01/14/2005, University of Nebraska-Lincoln Layman Foundation, “Development and Validation of a Mathematical Model for Cognitive Turnover for Knowledge Workers and Students”. (PI).
\$10,000₁/\$0₂/\$10,000₃/\$10,000₄/26-1111-0057-001₅

3. Service Accomplishments

3.1 National Service

1. National Academy of Science Engineering and Medicine (NASEM)

- i. *Committee Member*, “Potential Impacts of COVID – 19 on the Careers of Women in Science, Engineering and Medicine” Workgroup, 07/18/2020 - Current

2. National Science Foundation

- a. Program Director Division of Engineering and Education Research Centers (EEC)
 - i. Engineering Research Centers (ERC): participating program officers for the program with a budget of approximately \$180M annually, awarded 4 Centers for 10 years at \$40M/center. Coordinated site reviews for three ERCs, (Renwit, RMB, NASCENT)
 - ii. Broadening Participation in Engineering (BPE): participating program officers that supported diversity and inclusion activities for the Engineering and workforce activities in the Engineering Directorate.
- b. Program Director Division of Graduate Education (DGE) –
 - i. Graduate Research Fellowship Program (GRFP): One of the lead program officers for the program with a budget of approximately \$350M annually, 16,000 applications and 2,000 awards, 50 panels, 2,000 reviewers, and two federal contractors
 - ii. Graduate Research Internship Program (GRIP): Lead program director with a budget of approximately \$375,000 annually, work in partnership with Federal Agencies (USGS, NOAA, Smithsonian, EPA, US Census, FBI, and DHS). Program provides internship opportunities for GRFP students at Federal Agencies.
 - iii. Education and Human Resources Core Research (ECR) Program – Workforce Strand: One of the lead programs officers for the STEM Workforce development track budget approximately \$10M annually. The program focuses on research that support models for investigating and understanding the scientific workforce
 - iv. Dear Colleague Letter: Enabling the Future of Making to Catalyze New Approaches in STEM Learning and Innovation: EAGER: MAKER: Lead Program officer with estimated budget of \$7M. The program focuses on innovative idea related to citizen

science and the US Maker movement.

- c. Program Officer – Led panels and managed several budgets for other programs:
 - i. NRT Traineeship, IGE (Industry), INCLUDES, MAKER and S-STEM.

3.2 Professional Service

Leaderships in Scholarly Activities

1. *Inaugural Board Member* – Alfred P. Sloan Foundation – Sloan Scholars Mentoring Network (SSMN), 2016-2020
2. *Inaugural Board Chair* – Engineering Inaugural Board chair for Engineering (CAS), 2018
3. *Founding Editor* – International Supply Chain Technology Journal 2015- present.
4. *Editorial Board Member* – International Journal of Supply Chain Management, 2013-Present.
5. *Associate Editor* – International Journal of Six Sigma and Competitive Advantage, 2011-2012.
6. *Associate Editor* - International Journal of Radio Frequency Identification Technology and Applications, 2011 – Present.
7. *Editor* - Journal of Engineering Education Simulators, 2004 - 2006.

Leadership Positions in International and National Organizations

1. *Board Member*, ASEE NSF CISE EiR, Minority Serving Institution Mentor
2. *Committee Member*, National Academics of Science, Engineering and Medicine (NASEM), “Potential Impacts of COVID – 19 on the Careers of Women in Science, Engineering and Medicine”, 07/18/2020 – Current
3. *President of ISCEA International Standards Board (IISB)* – ISCEA, 07/2020 – Present
4. *President*, IISE Work Systems Division, 07/2020 – Present
5. *Executive Board Member*, ASEE Projects Committee - American Society of Engineering Educators, Division, 2019 - 2021.
6. *President, Program* –Institute of Industrial and Systems Engineering, Work Systems Division, 2019 - 2020.
7. *President-Elect, Program* –Institute of Industrial and Systems Engineering, Work Systems Division, 2019 - 2020.
8. *Board, Chief Diversity Equity and Inclusion Delegate* (ASEE CDEI) - American Society of Engineering Educators, Engineering Economics Division, 2015 – 2023
9. *Chairperson, Program* -American Society of Engineering Educators, Engineering Economics Division, 2014 - 2015.
11. *Treasurer*-American Society of Engineering Educators, Engineering Economics Division, 2013 - 2014.
12. *Secretary*-American Society of Engineering Educators, Engineering Economics Division, 2004 - 2005.
13. *Chairman, Board* – ISCEA International Standards Executive Board Technology Committee (IISB) – 2010 – 2020.
14. *Director, University Site UTA* – Alfred P. Sloan Minority Ph.D. Program, 2011 - Present.
15. *Chairperson, Program* - International Supply Chain Education Alliance RFID Supply Chain Manager (ISCEA RFID SCM) Certification Committee, 2007 - Present.
16. *Co-Chairperson, Program* -Institute of Industrial Engineering, Engineering Economy Division, 2011 - 2012.
17. *Secretary*-American Society of Engineering Educators, Engineering Economy Division, 2011 - Present.

18. *Director, University Site, UNL* – Alfred P. Sloan Minority Ph.D. Program, 2004 - 2010.
19. *Participating Member: DASH 7 Alliance Advisory Board*, 10/2009.
20. *Chair, Division* - American Society of Engineering Educators, Engineering Management Division, 2007 - 2008.
21. *Program Chair, Division* -American Society of Engineering Educators, Engineering Management Division, 2006 - 2007.
22. *Treasurer*-American Society of Engineering Educators, Engineering Management Division, 2005 - 2006.
23. *Secretary*-American Society of Engineering Educators, Engineering Management Division, 2004 - 2005.

Leadership Positions in Regional and Local Organizations

1. *Member* – Dallas Regional Chamber’s Business University Roundtable, 2013 – 2015.
2. *Member, Board* – Vita-Living, Inc., 2013 –Present.
3. *President and Chair* - Texas A&M Former Black Students Network, first Chair, 2003 through 2005.
4. *Senior Chapter President* – Institute of Industrial Engineers, Houston, TX Chapter, 1993-1996.

Research Review Panels

1. *Site Visit Team Evaluator*, NSF ERC, CELLMET, 06/01/2021 - 06/04/2021
2. *Panelist*, NSF Review Panel, 02/23/2021 - 02/24/2021
3. *Panelist*, CISE Excellence-In-Research (EiR) Panel, 01/07/2021-01/08/2021
4. *Proposal Reviewer*, NSF IUSE: EHR Proposal Panel, 11/24/2020
5. *Panelist*, CODATA Conference, **11/30/2020**
6. *Site Visit Team Evaluator*, NSF ERC, CELLMET, 10/19/2020 – 10/21/2020.
7. *Program Evaluator*, Engineering Management ABET, 09/20/2020 – 09/23/2020.
8. *Committee Member*, National Academies of Science, Engineering and Medicine (NASEM), “Potential Impacts of COVID – 19 on the Careers of Women in Science, Engineering and Medicine”, **August 18, 2020 – March 31, 2021**
9. *Site Visit Team Evaluator*, NSF ERC, CISTAR, 06/23/2020 – 06/25/2020
10. *Review Panel*, NSF EPSCoR RII Track-4 Panel A, 2020.
11. *Site Visit Team Evaluator*, NSF ERC, POETS, 2020
12. *Proposal Reviewer*, NSF GRFP, Virtual Panel, 2020
13. *Proposal Reviewer*, Computer and Information Science and Engineering (CISE) EiR Panel, Alexandria, VA, 2020
14. *Proposal Reviewer*, Panel Meeting Agenda, NSF Division of Human Resource Development, Division of Undergraduate Education, Alexandria, VA, 11/14/2019 -11/15/2019.
15. *Proposal Reviewer*, NSF EPSCoR Research Fellows Panel, 07/2019
16. *Proposal reviewer*, NSF Operations Engineering (OE) 06/20/2019.
17. *Proposal reviewer*, NSF ERC Planning Grant Competition, 2019
18. *Site Visit Team Evaluator*, NSF ERC, CISTAR, 05/22/2019 – 05/24/2019
19. *Site Visit Team Evaluator*, NSF ERC, CELLMET, 2019
20. *Proposal reviewer*, NSF Accelerating Discovery: Educating the Future STEM Workforce (AD),
21. *Proposal Reviewer*-ENG/CMMI Manufacturing Machines and Equipment (MME), 09/2018.
22. *Judge*, Best Use of RFID in a Product/Service, The 12th Annual RFID Journal Awards, 2017.

23. *Judge*, Best Use of RFID in a Product/Service, The 12th Annual RFID Journal Awards, 2016.
24. *Judge*, Best Use of RFID in a Product/Service, The 12th Annual RFID Journal Awards, 2015.
25. *Reviewer*- Centers for Disease Control and Prevention (CDC), Special Emphasis Panel (SEP), Atlanta, GA., 06/16/2015 – 06/18/2015.
26. *Proposal Reviewer*-NASA EPSCOR 05/2014.
27. *Proposal Reviewer*-NSF Improving Undergraduate STEM Education (IUSE) 04/2014.
28. *Proposal Reviewer*-NSF Advanced Technology Education (ATE) 12/2013.
29. *Proposal Reviewer*-NSF SBIR/STTR Manufacturing Innovations, 03/2013.
30. *Proposal Reviewer*-ENG/CMMI Manufacturing Machines and Equipment (MME), 05/14/2013.
31. *Proposal Reviewer*-NSF TUES Type 1 Panel on 07/19/2012- 07/20/2012
32. *Proposal Reviewer*-NSFSTTR Wireless Devices and Components on 03/2012
33. *Proposal Reviewer*-NSFSTTR Manufacturing Technology on 03/2012
34. *Reviewer* – Annals of Operations Research, 06/2011 - Present
35. *Program Evaluator* – ABET Accreditation Program, 04/2011
36. *Proposal Reviewer*-NSF CSR: Small 2011 Cloud Computing, 03/2011
37. *Reviewer*- Alfred P. Sloan, College Infrastructure Programs, 06/22/2006
38. *Proposal Reviewer*-NSF SBIR/STTR Phase I SS: Consumer Applications; 02/25/2009
39. *Proposal Reviewer*-NSF SBIR/STTR Phase I SS: SBIR/STTR Phase II: Enterprise Applications; 10/25/2006
40. *Proposal Reviewer*-NSF SBIR/STTR Supply Chain Management, Sensor Networks; 02/24/2005
41. *Proposal Reviewer*-NSF REU, Research Experiences for Undergraduates, 12/2005
42. *Proposal Reviewer*-NSF SBIR/STTR Mechanical Panel Proposal 11/28/2005
43. *Proposal Reviewer*-NSF Enterprise Systems: Supply Chains, Logistics and Transportation; 12/01/2005
44. *Reviewer*-American Society of Engineering Educators, Engineering Management Division
45. *Proposal Reviewer*-NSF Math Science Partnership Panel, 06/2002

3.3 University Service

Membership Positions on University Wide Committees

1. *Member*, UTA Search Committee, Vice President of Student Affairs, 2014
2. *Member*, UTA Search Committee, Vice President for Research, 2011
3. *Member*, UNL, University Marshal Corp, 2008 - 2010
4. *Member*, UNL Search Committee, Nebraska College Prep Academy Coordinator, 2008
5. *Member*, UNL Search Committee, Honors Recruitment Coordinator, 2008
6. *Member*, UNL Search Committee, Multicultural Recruitment Coordinator, 2008
7. *Member*, UNL Search Committee, Intellectual property specialist, 2005

3.4 College Service

Membership Positions on College Wide Committees

1. *Member*, UTA COE Awards Committee, Fall 2012-Present
2. *Member*, UNL COE Search Committee, Communications Manager, Spring 2007
3. *Member*, UNL COE Research Advisory Committee, 2006
4. *Member*, UNL COE Search Committee, Communications Manager, Spring 2006
5. *Member*, UNL COE Search Committee, Program Specialist, Spring 2005

6. *Member, UNL COE Search Committee, Web Developer, Fall 2005*

3.5 Unit Service

Leadership Positions on Unit Committees

1. *Member, UTA IE Faculty Search Committee, 2011-2013*
2. *Chair, UTA Six Sigma Green Belt Certification Committee, 2012-Present*
3. *Advisor, UNL National Society of Black Engineers, 2004- 2010*
4. *Chair, UNL Logistics Certification Program Committee, 2007 – 2010*
5. *Program Chair, UNL Six Sigma Black Belt/Green Certification Program 2005-2010*
6. *IE Representative, New Undergraduates Beginning Engineering (NUBE) Camp, Summer 2006*

3.6 Membership Positions on Unit Committees

1. *Member, UNL Graduate Committee, Spring 2007 – 2010*
2. *Member, UNL Faculty Search Committee, Spring 2007*

4.0 Scholarly Accomplishments

Dr. Erick C. Jones has published over 243 transcripts, books and publications. Of these, he has 93 peer-reviewed transcripts. Dr. Jones has also authored 4 academic text books with a major publisher, Taylor and Francis/CRC and 4 non academic with minor publisher, PWD Groups.

Dr. Jones has papers published in renowned publications such AAAS Science, PlosOne, Institute of Electrical and Electronics Engineers (IEEE), International Journal of Innovative Technology and Exploring Engineering (IJITEE), International Journal of Supply Chain Management, Quality Management Journal and International Supply Chain Technology Journal (ISCTJ) amongst many others.

4.1 Transcripts (Summary Table Below)

<i>Transcript Type</i>	<i>In Print</i>	<i>(Print & Press) Total</i>
Refereed		
Journals	48	89
Book Chapters	2	2
Conferences	65	68
Total Refereed Publications	122	156
Non-Refereed		
Other Publications	12	12
Conference Presentations	48	51
Invited Speaker	55	55
Total Non-Refereed Publications	115	129
Books (3 Textbooks/3 Industry Certification Books)	6	7
Total	243	285

4.2 Refereed Journal Articles in Print

4.2.1. Journal Articles in Print

1. Bracey, P.S., B K, Sangita, Jones, E.C., Jefferson, F., “The Impact of Substance Abuse on Pregnant Teens”, *International Supply Chain Technology Journal (ISCTJ)*, Vol. 06, Issue 09, September 2020, DOI: <https://doi.org/10.20545/isc tj.v06.i09.01>
2. Jones, E.C., Azeem, G., Jefferson, F., “COVID-19 Supply Chain Optimized using AI for At-Risk Communities”, *International Supply Chain Technology Journal (ISCTJ)*, Vol. 06, 9, September 2020, DOI: <https://doi.org/10.20545/isc tj.v06.i09.02>
3. Jefferson, F., Weekes, J., Hudson, Z., Jones, E.C., B K, Sangita, “The Effects of Genetically Modified Crops”, *International Supply Chain Technology Journal (ISCTJ)*, Vol. 06, Issue 09, September 2020, DOI: <https://doi.org/10.20545/isc tj.v06.i09.03>
4. Rathore, A., Muthukumar, S., Jones, E. C., “Investigation, Testing, and development of an RFID system for effective maintenance of the existing national transportation infrastructure”, *International Supply Chain Technology Journal (ISCTJ)*, Vol. 06, Issue 06, June 2020, <https://doi.org/10.20545/isc tj.v06.i06.01>

5. Rathore, A Jones, E. C., “Integration of Blockchain and RFID system for Road Safety”, *International Supply Chain Technology Journal (ISCTJ)*, Vol. 06, Issue 04, April 2020, <https://doi.org/10.20545/isctj.v06.i04.02>
6. Kumar, J.P., Smart, D.S.R., Jones, E.C., “Experimental Investigation of Mechanical, Wear and Corrosion properties of AA5083/Graphite Metal Matrix Composite Prepared using Compcasting Process”, *International Journal of Innovative Technology and Exploring Engineering (IJITEE)*, Volume-9, Issue-1, Nov 2019. ISSN: 2278-3075.
7. Weinberger, D., Jones, E. C., Muthukumar, S., “Using Blockchain to Fight Counterfeit Cosmetic Products – A Review” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 11., November, 2019. <https://doi.org/10.20545/isctj.v05.i11.01>
8. Nielson, B., “Blockchain and Global Shipping – A Review” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 11., November, 2019. <https://doi.org/10.20545/isctj.v05.i11.02>
9. Weinberger, D., Jones, E. C., Muthukumar, S., “Digitizing the Automotive Supply Chain – A Case Study by Morpheus Network” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 11., November, 2019. <https://doi.org/10.20545/isctj.v05.i11.03>
10. Weinberger, D., Annadurai, S., Jones, E. C., Muthukumar, S., “Increasing Visibility in Pharmaceutical Cold Chains – An IoT Case Study by Morpheus Network” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 10., October, 2019. <https://doi.org/10.20545/isctj.v05.n10.01>
11. Chowdhury, A.Y., Islam, N., Alam, M.Z., Habib, M.M., “Implementation of Supply Chain Management in Bangladesh Readymade Garments Industry: The Challenges” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 10., October, 2019. <https://doi.org/10.20545/isctj.v05.n10.02>
12. Weinberger, D., Annadurai, S., Jones, E. C., Muthukumar, S., “Leveraging Internet of Things and Machine Learning to Optimize Transportation of Natural Gas” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 10., October, 2019. <https://doi.org/10.20545/isctj.v05.n10.03>
13. Tanveer, A. J., Ohakim, C., Jones, E. C., Castillo, J. M., Kothari, K., Muthukumar, S., “Utilizing Internet of things [IOT] Technologies to prevent Mass gun related Shootings” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 8., August, 2019. <https://doi.org/10.20545/isctj.v5i8.219>
14. Rajput, D. R., Syed, Z. G., Jones, E. C., Koloti, T. S., “How Engineers Can Prevent Metabolic Syndrome using RFID Smart Chair” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 8., August, 2019. <https://doi.org/10.20545/isctj.v5i8.221>
15. Chowdhury, A. Y., Habib, M. M., “Impact of Supply Chain Management Practices on Organizational Performance in Information and Communication Technology (ICT) Sector of Bangladesh: A Case Study on Kazla Technologies Limited” *International Supply Chain Technology Journal (ISCTJ)*, Vol 05, No. 8., August, 2019. <https://doi.org/10.20545/isctj.v5i8.222>
16. Muthukumar, S., Jones, E.C., “Study of a Linear Programming Approach to Supply Chain Planning” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 8., August, 2018. DOI : <https://doi.org/10.20545/isctj.v4i08.180>
17. Jones, E.C., Jain, S.P., “Evaluating the Impact Of Sustainability and Pipeline Quality on Global Crude Oil Supply Chain - Part 1” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 7., July, 2018. DOI : <https://doi.org/10.20545/isctj.v4i07.171>

18. Jones, E.C., Jain, S.P., “Evaluating the Impact Of Sustainability and Pipeline Quality on Global Crude Oil Supply Chain - Part 2” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 7., July, 2018. DOI: <https://doi.org/10.20545/isctj.v4i07.172>
19. Jones, E.C., Jain, S.P., “Evaluating the Impact Of Sustainability and Pipeline Quality on Global Crude Oil Supply Chain - Part 3” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 7., July, 2018. DOI: <https://doi.org/10.20545/isctj.v4i07.177>
20. Jones, E.C., Frailey, T.J., Silveray, J., “Using Six Sigma and Lean Strategically for creating integrated health care systems” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 6., June, 2018. DOI: <https://doi.org/10.20545/isctj.v4i06.167>
21. Jones, E.C., Devaraj, P.R., “A study of Transportation problem for essential commodities as an OR model” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 6., June, 2018. DOI : <https://doi.org/10.20545/isctj.v4i06.175>
22. Miraz, M.H., Majumder, M.I., Chowdhury, A.H.M.Y., Habib, M.M., “A Study on sustainable supplychain governance for successful investment” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 6., June, 2018. DOI: <https://doi.org/10.20545/isctj.v4i06.167>
23. Kumar, P.R., Bolton, J., “Investigating Walk pressure pattern monitoring on supply chain product related injuries” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 5., May, 2018. <https://doi.org/10.20545/isctj.v4i05.161>
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25. Jones, E.C., Mathew, S.T., Pagoti, D.K., “A Study on Logistics Information Systems” *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 5., May, 2018. DOI: <https://doi.org/10.20545/isctj.v4i05.173>
26. Smart, D.S., Smart, J.J., Jones, E.C., “ERP Consulting Career Perspectives: Career Paths and the Current Job Market for Emerging Professionals”., *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 4., April, 2018. DOI: <https://doi.org/10.20545/isctj.v04.n04.02>
27. Okate, S., Jones, E.C., “Evaluating the Impacts of the Internet of Things to Reduce Runway Incursions: Understanding the Why, How and When – Part 1”., *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 3., March, 2018. DOI: <https://doi.org/10.20545/isctj.v04.n03.01>
28. Okate, S., Jones, E.C., “Evaluating the Impacts of the Internet of Things to Reduce Runway Incursions: Understanding the Why, How and When – Part 2”., *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 3., March, 2018. DOI: <https://doi.org/10.20545/isctj.v04.n03.01>
29. Anantkrishnan, G., Jones, E.C., “Evaluating the Impact of Auto-ID Technologies on Oil and Gas ERP System Data Accuracy and Reliability – Part 1”., *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 2., February, 2018. DOI: <https://doi.org/10.20545/isctj.v04i02.141>
30. Anantkrishnan, G., Jones, E.C., “Evaluating the Impact of Auto-ID Technologies on Oil and Gas ERP System Data Accuracy and Reliability – Part 2”., *International Supply Chain Technology Journal (ISCTJ)*, Vol 04, No. 2., February, 2018. DOI: <https://doi.org/10.20545/isctj.v4i02.144>

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36. Kumar, P. R., Bolton, J., Jones, E. C., "Investigating Walk Pressure Pattern Monitoring on Supply Chain Product-Related Injuries", *International Supply Chain Technology Journal (ISCTJ)*, Vol 03, No. 07., July, 2017. DOI: <https://doi.org/10.20545/isctj.v01.n01.01>
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4.2.2. Technical Reports

1. Rathore, A., Muthukumar, S., Jones, E C., “Investigation, testing and development of an RFID system for effective maintenance of the existing national transportation infrastructure”, Center for Transportation Equity, Decisions & Dollars (CTEDD), CTEDD 19-03 SG, May 2020.
2. Durgamcherur, R., Jones, E.C., “Application of RFID in transportation industry with tags embedded in certified manufactured parts”, March 2020.
3. Malla, S., Jefferson, F., Cho, M. Inyang, E., Rajput, D., Jones, E.C., “Neuron cell culture in the laboratory for the growth analysis with the help of neuron stimulation programming”, March 2020.
4. Weinberger, D., Annadurai, S., Muthukumar, S., Jones, E.C., “Increasing Visibility in Pharmaceutical Cold Chains – An IoT Case Study by Morpheus Network”, November 2020.
5. Weinberger, D., Annadurai, S., Muthukumar, S., Jones, E.C., “Leveraging Internet of Things and Machine Learning to Optimize Transportation of Natural Gas”, November 2020.
6. Jones, E.C., Armstrong, A., Mulflur, W; “Angelica RFID Implementation”. Engineering Report. A cooperative research project sponsored by Angelica Inc. July 2013.
7. Rilett, L., Jones, E.C., Perkins, J.A., Norton, T., Blevins, E.R., Dabipi, I.K., Chimba, D., Huggans, M. A., Vazquez, M. L. A., Bellows, L., Buttler-Purry, K., Adams, H. G., and Maki, A. O. “Mid-America Transportation Center Scholars program to promote graduate study among under-represented minorities and women in the STEM fields.” Performed in cooperation with the Mid-America Transportation Center at Whittier building, Lincoln NE. 2012.
8. Jones, E.C., "Commercial Vehicle Information Systems and Networks (CVISN) Program Planning, Membership Fees, and Feasibility and Prototype Plan: Evaluation of RFID Technologies for Roadside Safety." Technical Report IT083101G00000. Research Program Sponsored by Nebraska Department of Motor Vehicles and Federal Motor Carrier Safety Administration. October 2011.
9. Jones, E.C., Perkins, J.A., and Mwakalonge, J.L. “Investigating RFID for Linear Asset Management.” Technical Report 25-1121-0001-333. Research Program Sponsored by the U.S. Department of Transportation Research and Innovative Technology Administration. October 2011.
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12. Jones, E.C. (PI and Primary Author), Perkins, J.A. (Co-Author), Mosby, D. (Co-Author), and Kong, D. (Co-Author), "Investigating RFID for Roadside Identification Involving Freight Commercial Vehicle Operators (CVO): Final Project Report". Final Report # MATC-UNL: 102 Co-operative Research Project. University of Nebraska-Lincoln, Prairie View A&M University, National Aeronautics and Space Administration (NASA), sponsored by U.S. Department of Transportation Research and Innovative Technology Administration. 2010.

4.3 Trade Magazines

1. Okate, Samuel; Jones, Erick "Automated Audits to Enhance GDP" *Port Technology International*, Edition 65, February 2015.
2. Jones, E. C., Cavitt, M.D., Garza, A., "Heuristic Stochastic Inventory Policy for National Aeronautics and Space Administration (NASA)," *Industrial Engineer*, Vol 40, No. 2, February 2011, pp. 29-33.
3. Jones, E.C., Garza, A., Anantakrishnan, G., and Kandari, J., "The Marriage of Passive and Active Technologies in Healthcare," *RFWave*, April 2011.
4. Jones, E.C., and Battieste, T., "Golden Retrieval," *Industrial Engineer*, Vol. 36 No. 6, June 2004, pp. 44-51.
5. Boutte, F. D., Jones, E.C., Hendricks, B., and Rodger, G.J., "Group Dynamics of Video Conferencing," *Industrial Hydrocarbons Journal*, August 1996, 76(8), pp. 139-143.

4.4 Featured Articles

1. International Journal Interview: *RFID Journal Live*, "New Director Named for the University of Texas in Arlington's Auto-ID Lab," <http://www.rfidjournal.com/blog/entry/8048>, June 12th, 2010.
2. International Journal Interview and Podcast: *RFID Connections*, "RFID: The Marriage of Theory and Practice," June 2nd, 2010.
3. National Media Reprint: *The Entrepreneur*, "Case Study: the engineering economics of RFID in specialized manufacturing," June 2010.
4. Participating Member: DASH 7 Alliance Advisory Board, October 2009.
5. National News Story: Associated Press, "Two Nebraska Professors Win \$750K NASA Grants," August 5th, 2009.
6. Local News Story: *Lincoln Journal Star*, "Two UNL Professors Get NASA Grants," August 5th, 2009.
7. National Medical Magazine Interview: *Operating Room (OR) Manager Interview*, "Questions to ask about RF sponge-detection systems," Vol. 24, No.9, September 2008.

8. National Magazine Reprint, *The Entrepreneur*, "Education in modern solutions: RFID is a must in the industrial engineering curriculum," August 2008.
9. National Engineering Magazine Feature Story: *Industrial Engineers*, story by Candi S. Cross, "Logistics lab publishes first studies"
10. National Engineering Magazine Interview Comments: *Industrial Engineer*, "Modernizing IE" by Candi Cross, May 2008.
11. Engineering@Nebraska Magazine Featured Article: "Spring Break at 35,000 Feet" by Carole Wilbeck, Spring 2008.
<http://www.engineering.unl.edu/publications/ENonline/Spring08/08.shtml>
12. National News Paper Feature Article: *Omaha World Herald*, "RFID Lab at the University of Nebraska", March 18th, 2006.

4.5 Books In Print

Industrial Textbooks

1. Jones, E. C., Gray, B., Wijemanne, M and Bolton, J. "Tracked, What You Should Know About RFID, Internet of Things, Big Data and Data Security: The Official RFIDSCM Certification Handbook; Engineering Version" PWD Group, June 2015 (Non-Academic Text).
2. Jones, E. C., Gray, B and Armstrong, H. "Tracked, What Everyone Should Know About Invisible Inventory, Monitoring and Tracking, The Official RFIDSCM Certification Handbook; Engineering Version" PWD Group, May 2014 (Non-Academic Text).
3. Jones, E. C. Jones, and Armstrong, H.A. "The Six Sigma Trap, What you should know about Six Sigma that your company is not telling you: The Official ISCEA CLSSYB Certification Book" PWD Group, May 2014 (Non-Academic Text). ISBN 0977708101.
4. Jones, E. C. Jones, and Armstrong, H.A. "The Six Sigma Trap, What you should know about Six Sigma that your company is not telling you: The Official ISCEA Six Sigma Black-Belt Book of Knowledge CLSS Certification Book" PWD Group, May 2014 (Non-Academic Text). ISBN 0977708144.

Academic Textbooks

1. Jones, E. C., "Supply Chain Engineering and Logistics Handbook: Inventory and Production Control" CRC Press, December 2019. ISBN-13: 978-1138066519, ISBN-10: 1138066516
2. Jones, E. C. "Modern Quality for Organizations Using Lean Six Sigma Techniques," CRC Press: Taylor and Francis Group, Boca Raton, FL, February 2014. 100% contribution.'
3. Jones, E. C, and Chung, C.A., "RFID and Auto-ID in Planning and Logistics," CRC Press: Taylor and Francis Group, Boca Raton, FL, May 2011. 75% contribution.
4. Jones, E.C, and Chung, C.A., "RFID in Logistics," CRC Press: Taylor and Francis Group, Boca Raton, FL, 2008, 75% contribution.

4.6 Books Edited

1. Clampitt, H.G., and Edited by E. C. Jones, "RFID Certification Textbook," PWD Group, January 2006 (Non-Academic Text).
 - Second Edition, May 2006
 - Third Edition, American RFID Solutions, Arlington Heights, IL, May 2007

4.7 Book Chapters In Print

1. Jones, E.C., "Simulation of a Will Call, customer counter," *Simulation Handbook: A Practical Approach*, ed. Christopher Chung, CRC Press 2003. 75% contribution.
2. Taylor, K.A., and Jones, E.C, "Fair Fare Policies: Fare Policies that regard Transit-Dependent Community-Based Operations Research: Decision Modeling for Local Impact and Diverse Populations," *International Series in Operations Research & Management Science*, Ch.10. Springer: Science-Business Media LLC. 50% contribution.

4.8 Refereed Conference Proceedings (presenter is underlined)

1. Jones, E.C., and Gnanaswaran, V., "Model for Managers to Identify the Mentally-Departed Knowledge Worker." *Proceedings of the Institute of Industrial Engineers Annual Conference and Expo*, Orlando, Florida, May 19-23, 2012.
2. Jones, E.C., and Gnanaswaran, V., "A Framework for Detecting Hazardous Events Occurring in Transit with Auto-ID Technologies." *Proceedings of the Institute of Industrial Engineers Annual Conference and Expo*, Orlando, Florida, May 19th-23rd, 2012.
3. Jones, E.C., Cavitt, M., and Kong, D., "Manufacturing Feasibility Evaluation of RFID chips embedded in Artificial Organs," *Proceeding of the International Conference on Future Information Technology and Management Engineering*, Changzhou, China, pp. 302-304, December 2010.
4. Jones, E. C., Riley, M.A, Battieste, T., "The Value of Industrial Engineers in Lean Six Sigma Organizations," *Proceedings of the Institute of Industrial Engineers Annual Conference*, Cancun, Mexico, June 5-9, 2010.
5. Jones, E. C., and Garza., A "Six Sigma Deployment Success According Shareholder Value" *Proceedings of the Institute of Industrial Engineers Annual Conference*, Cancun, Mexico, June 5-9, 2010.
6. Jones, E. C., and Thummalapalli, R., "The Healthcare Economics of Automating Healthcare Systems," *Proceedings of the Institute of Industrial Engineers Annual Conference*, Cancun, Mexico, June 5-9, 2010.
7. Jones, E. C., and Chung, C. A., "Using RFID Material Handling to Optimize Systematic Layout Planning (SLP)," *Proceedings of the Institute of Industrial Engineers Annual Conference*, Miami, FL. , May 19 -22, 2009.
8. Jones E.C., and Gao, F., "Using Design for Six Sigma to Develop Real World Testing Environments for RFID Systems", *Proceedings of the Institute of Industrial Engineers Annual Conference*, Nashville, TN, May 19-22, 2007.
9. Jones, E.C., and Koopman, A., "Measuring STEM Attrition in an Engineering College," *Proceedings of the ASEE Conference*, Chicago, IL, June 18-20, 2006.
10. Jones E.C., and Farnham, T., "Obsolete Inventory," *Proceedings of the Institute of Industrial Engineers Annual Conference*, Orlando, FL, May 20-24, 2006.
11. Mellat-Parast, M., and Jones E.C., "A relationship between six sigma and Malcolm Baldrige quality award," *Proceedings of the Institute of Industrial Engineers Annual Conference*, Orlando, FL, May 20-24, 2006.

12. Jones, E.C., Oswal, S., Koopman, A., and Keithley, B., "Using Industrial Engineering Tools to Improve Engineering Student Attrition," *Proceedings of the ASEE Conference*, Portland, OR, June 13 -15, 2005.
13. Jones, E.C., and Narasimhan, J., "Methodology for evaluating Simulation Software for Engineering Management Courses," *Proceedings of the ASEE Conference*, Portland, OR, June 13 -15 , 2005.
14. Jones, E.C. and Hain, J., "How Behavioral Skills Make Project Managers Successful from the Senior Manager's Perspective," *Proceedings of the ASEM Conference*, Arlington, VA, October 20-23 , 2004.
15. Jones, E.C., and Adams, S., "A mathematical model for white-collar cognitive turnover," *Proceedings of the ASEE Conference*, Salt Lake City, UT, June 20 -23 , 2004.
16. Jayakumar, N., and Jones, E.C., "Reduction in the variation of welding process using the Operational Six-Sigma Methodology," *Proceedings of the Industrial Engineering Research Conference*, Houston, TX, May 15 -19 , 2004.
17. Jones, E.C., and Chung, C.A., "A Predictive SPC Model for Determining Cognitive Voluntary Turnover Before Physical Departure," *Proceedings of the Industrial Engineering Research Conference*, May 2003.

4.9 Conference Presentations with Abstracts (The Presenter is underlined)

1. Jones, E.C., *International Student Debt Conference 2020, July 2021 (Tentative)*
2. Jones, E.C., *The Jones Conference* (like Gordon Conference), Summer 2021 (*Tentative*)
3. Jones, E.C., "Understanding the man-machine IoT cyber secure interface with work measurement", *IISE Annual Conference & Expo 2020*, Hyatt Regency New Orleans, Louisiana, Nov 1 – Nov 3, 2020.
4. Jones, E.C., "How Work Systems enable AI, Data Science, and Convergent Science", *IISE Annual Conference & Expo 2020*, Hyatt Regency New Orleans, Louisiana, **Nov 1 – Nov 3, 2020.**
5. Jones, EC., Starr, LT., Devaraj, P R., Bommireddipalli, S B., Smart, JJ; "Project R.E.A.D.S. (RFID-Enabled Aerial Detection System): Providing Real-time Safety Information During Offshore Emergencies" *The Offshore Technology Conference (OTC) 2018*;
6. Bates, R. B., Jones, E.C., Arnold, A. "Career Arcs that Blend Industry, Government and Military Service with Faculty Experiences to Increase Diversity in the Engineering Professoriate". *ASEE Annual Conference 2015*, Columbus, Ohio, June 25, 2017.
7. Kremer, G., Jones, E.C., Mirka, G., Needy, K.L. "Opportunities and Challenges for Recruiting and Preparing Industrial Engineering Graduate Students for Multiple Career Paths". *Industrial and Systems Engineering Research Conference (ISERC)*, Pittsburg, PA, May 21, 2017.
8. Pungu, Raghavendra Kumar., Patel, Vidit., Asher, Utkarsh., Tandon, Sahil., Jones, E.C., "Evaluating the benefits of RFID enabled smart drug vault room". *Industrial and Systems Engineering Research Conference (ISERC)*, Pittsburg, PA, May 20th- May 22nd, 2017.
9. Smart, Joses Jenish., Jones, E.C., Tandon, Sahil; "RFID brain scanning scarf to monitor and evaluate the impacts of sleep disruption in women". *Industrial and Systems Engineering Research Conference (ISERC)*, Pittsburg, PA, May 20 - May 22, 2017.
10. Smart, Joses Jenish., Pungu, Raghavendra Kumar., Jones, E.C.; "Smart Home tracking for Home based elderly patients with Alzheimers". *Industrial and Systems Engineering Research Conference (ISERC)*, Pittsburg, PA, May 20- May 22, 2017.

11. Sutariya, Mantra., Jones, E.C; Tandon, Sahil., Pungu, Raghaavendra Kumar; “RFID Model for Smart Pills”. *Industrial and Systems Engineering Research Conference (ISERC)*, Pittsburg, PA, May 20 - May 22, 2017.
12. Jones, E.C.; Balasubramanian, S. “Certified RFID Supply Chain Practitioner training”. *Supply Chain Technology Conference and Expo (SC Tech)*, Chicago, IL, July 19-21, 2016.
13. Jones, E.C.; Okate, S. “Certified Lean Six Sigma Yellow Belt training”. *Supply Chain Technology Conference and Expo (SC Tech)*, Chicago, IL, July 19-21, 2016.
14. Punugu, R.; Jones, E.C; Bolton, J; Addy, A and Sivakumar, A. “RFID for Assisting Elderly at Remote Homes”. *Industrial and Systems Engineering Research Conference (ISERC)*, Anaheim, CA, May 21 –May 24, 2016.
15. Bolton, J.; Jones, E.C; Punugu, R and Addy, A. “Determining the Spatial Intensity for RF Signals Using 3D-Mapping”. *Industrial and Systems Engineering Research Conference (ISERC)*, Anaheim, CA, May 21 ay 24, 2016.
16. Okate, S and Jones E.C. “Evaluating the Impact of Internet of Things to Reduce Runway Incursions”. *Industrial and Systems Engineering Research Conference (ISERC)*, Anaheim, CA, May 21-May 24, 2016.
17. Punugu, Raghavendra Kumar; Jones, Erick. “RFID for Walk Pressure Pattern Monitoring”. Institute of Industrial Engineers Annual Conference, Anaheim, CA, May 21-May 24, 2016.
18. Choi, Jae Bong; Jones, Erick. “Evaluating the Impact of a Shared Pharmaceutical Supply Chain Model to Minimize Counterfeit Drugs, Diverted Drugs, and Drug Shortages” *Portland International Center for Management of Engineering and Technology*, Portland, OR, August 2-6, 2015.
19. Gray, B.; Jones, E.C. “Life Cycle Costs of Embedded Electronics in Composite Materials”. *Industrial and Systems Engineering Research Conference (ISERC)*, Nashville, TN, May 30-June 2, 2015.
20. Okate, S.; Jones, E.C. “Automated Audits to Enhance Gross Domestic Product”. *Industrial and Systems Engineering Research Conference (ISERC)*, Nashville, TN, May 30-June 2, 2015.
21. Gray, B.; Jones, E.C. “Enhancing Student’s Understanding of Decision Tree Analysis Utilizing a Healthcare Project”. *ASEE Annual Conference 2015*, Seattle, WA, June 14-17
22. Okate, S.; Jones, E.C. “Automated Audits to Enhance GDP”. *ASEE Annual Conference 2015*, Seattle, WA, June 14- 17.,2015.
23. Gray, B.; Fragosso-Diaz, M; Jones, E.C. “The Use of Videos as a Tool to Reinforce Engineering Economy Course Topics: Lessons Learned.” *ASEE Annual Conference 2014*, Indianapolis, IN, June 14-16, 2014.
24. Jones, E.C., Okate, S. "An Economic Evaluation of Automated Identification Technologies for Return on Investment for Healthcare Delivery." *Industrial and Systems Engineering Research Conference (ISERC)*, Montreal, Canada, May 31 -June 1 , 2014.
25. Jones, E.C., Okate, S. "Evaluating the Engineering Economic Impacts of Automated Medicine for Infectious Disease Populations.” *Industrial and Systems Engineering Research Conference (ISERC)*, Montreal, Canada, May 31-June 1, 2014.
26. Jones, E.C. “The Engineering Economics of Six Sigma Cost Justification” *American Society for Engineering Education Conference 2013*, Atlanta, GA, June 2rd -25th , 2013.
27. Jones, E.C. “An Evaluation of the Mexican Culture on Students Research Experiences” *American Society for Engineering Education Conference 2013*, Atlanta, GA, June 23-25 , 2013.

28. Jones, E. C. “Impacts of Mexican Culture and Language on IE Students’ International Research Experience” *Industrial and Systems Engineering Research Conference (ISERC) 2013*, San Juan, Puerto Rico, May 18-22, 2013
29. Jones, E. C., Lumintu, I., and Armstrong, H. “Implementation of Six Sigma Initiative: An Economic Perspective” *Industrial and Systems Engineering Research Conference (ISERC) 2013*, San Juan, Puerto Rico, May 18-22, 2013.
30. Gnaneswaran, V. and Jones, E. C., “Time Study and Work Measurement: Impacts on Six Sigma Projects”, *Industrial and Systems Engineering Research Conference (ISERC) 2013*, San Juan, Puerto Rico, May 18-22, 2013.
31. Gnaneswaran, V., and Jones, E.C., “Investigation of RFID based Automated Monitoring System on Medical Errors.” *Healthcare Systems Process Improvement Conference 2013*, New Orleans, Louisiana, March 1-4 , 2013.
32. Jones, E.C., and Gnaneswaran, V., “Can Systems Engineering and Lean Six Sigma Co-exist?” *Engineering Lean & Six Sigma Conference 2012*, Louisville, Kentucky, October 1-3, 2012.
33. Jones, E.C., “A Modified Six Sigma approach for reorganizing Information technology strategy at a Health and Human Services Department” *2012 ELSS Conference*, Norcross, Georgia, October 2, 2012.
34. Jones, E., Kandari, J. and Garza, A “Impact of Environmental Focused Management Strategies on Shareholder Value” *Proceedings of the Institute of Industrial Engineers Annual Conference*, 2011, Reno, Nevada.
35. Jones, E., Garza, A., and Kandari, J. “Evaluation of Six Sigma Success in Healthcare Industry” *Proceedings of the Institute of Industrial Engineers Annual Conference*, 2011, Reno, Nevada.
36. Jones, E. and Garza, A. “Innovating Continuous Review Policies with RFID to Minimize Obsolete Inventory” *Proceedings of the Institute of Industrial Engineers Annual Conference*, 2011, Reno, Nevada.
37. Jones, E.C., Anantakrishnan, G. and Gnanenswaran, V, “Computer Simulated Game tool to overcome Cognitive Turnover Hawthorne Effect,” *IERC 2011 Conference*, Reno, Nevada, May 21 – 25, 2011.
38. Jones, E.C., and Zhang, Liyuan, "Comparison of Fuzzy AHP and AHP with Statistic Approach," *IERC 2011 Conference*, Reno, Nevada, May 21 - 25, 2011.
39. Jones, E. C. and Kong, D., “Using the house of quality factors for strategic transportation planning” *Proceedings of the Institute of Industrial Engineers Annual Conference*, 2011, Reno, Nevada.
40. Jones, E. C., Cavitt, M., “Evaluating Obsolete Inventory In A Hospital Supply Chain” *Proceedings of the Institute of Industrial Engineers Annual Conference*, 2011, Reno, Nevada.
41. Jones, E. C., Cavitt, M., “Inventory Control Modeling Using Radio Frequency Identification Technologies,” *Proceedings of the Institute of Industrial Engineers Annual Conference*, Cancun, Mexico, June 5-9, 2010.
42. Jones E.C., “Utilizing RFID as an Intelligent Agent in Transportation Systems,” *Institute of Industrial Engineers Annual Research Conference*, Nashville, TN, May 20, 2007.
43. Jones E.C., “Integrating RFID into Supply Chain Logistics,” *Institute of Industrial Engineers Annual Research Conference*, Nashville, TN, May 20, 2007.
44. Jones, E.C., and Nowak, N., “Testing of Gen 2 RFID Tags for Tracking Inventory in the Space Shuttle,” *Proceedings of the Annual Meeting of the Nebraska Academy of Sciences Aeronautics & Space Science*, Lincoln, Nebraska, April 23, 2007.

45. Bishu, R., and Jones, E.C., "Quality," *Proceedings of the Institute of Industrial Engineers Annual Conference*, Orlando, FL, May 20-24, 2006.
46. Mellat-Parast, M., and Jones, E.C., "A relationship between six sigma and supply chain uncertainty," *Proceedings of the 17th Annual Conference of Production and Operations Management Society (POMS)*, Boston, MA, April 28 -May 1, 2006.
47. Mellat-Parast, M., and Jones E.C., "Six sigma in the supply chain environment," *Proceedings of Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting*, San Francisco, CA, November 13-16, 2005.
48. Jones, E.C., "RFID Technology for Tracking Inventory in the Space Shuttle," *Proceedings of the Annual Meeting of the Nebraska Academy of Sciences Aeronautics & Space Science*, Lincoln, NE, April 22, 2005.
49. Jones, E. C., and Chung, C., "The Art of Not-Working," *Proceedings of the Industrial Engineering Research Conference*, Houston, TX, May 15-19, 2004.
50. Jones, E. C., and Battieste, T., "Warehouse picking productivity increases by slotting inventory in the Golden Zone," *Proceedings of the Industrial Engineering Research Conference*, Houston, TX, May 15-19, 2004.
51. Jones, E. C., and Chung, C. A., "A Predictive Model for Determining Cognitive Turnover in Engineers before physical departure," *Proceeding of the INFORMS conference*, October 21, 2003.

4.10 Invited Speaker/Keynote Speaker

1. *Speaker*, "Diversity, Equity, and Inclusion Research as a Catalyst for Optimizing the Future STEM Workforce", EHR CORE Research (ECR) Principle Investigator Conference, December 1, 2020.
2. *Keynote Speaker*, "Research Integrity in Interdisciplinary Research", RCR Conference for Graduate Students, October 30, 2020.
3. *Keynote Speaker*, "The Greatness of Industrial, Manufacturing and Systems Engineering: A IISE Fellow Story", IISE Student Chapter, IISE, October 28, 2020.
4. *Speaker*, "EAGER: AI-Enabled Optimization of the COVID-19 Therapeutics Supply Chain to Support Community Public Health", SCTECH2020, ISCEA, September 21, 2020.
5. *Speaker*, "EAGER: AI-Enabled Optimization of the COVID-19 Therapeutics Supply Chain to Support Community Public Health", Northeast Big Data Innovation Hub, September 16, 2020.
6. Starr, Latasha, Jones, EC, "Six Sigma for High School and Community College Teacher Performance" National Science Foundation Emerging Researchers National (NSF ERN) – February 25-27, 2020.
7. *Lead Speaker*, Jones, E.C, "Combining Mathematics with Engineering to Enhance the Teaching of Data Science", NCTM (National Council of Teachers of Mathematics) 2020 Centennial Annual Meeting program, Chicago, April 1-4, 2020 – Postponed due to COVID.
8. Jones, E.C, PROTÉGÉ, The Academy of Medicine, Engineering & Science Texas (TAMSET) Conference, Dallas, Texas TAMEST 2020 Conference, January 7 - 9, 2020.
9. Jones, E.C; Welcome Remarks, New Mexico Tech, Financial Capability Conference, November 7-8, 2019.
10. Jones, E.C; "The Impact of Financial Literacy on Underrepresented Minorities in STEM The Burden and Strength of Families", National Science Foundation, New Mexico State University, November 7, 2019.
11. Jones, E.C; BlockChain event at UT Arlington, October 10 – 11, 2019.

12. GEM Chief Diversity Officer (CDO) Roundtable, “Where Does Diversity & Inclusion Belong - - Successfully Aligning Diversity & Inclusion Resources and Strategies Within Your Organization”, September 20, 2019. - Training
13. Workshop “NSF Graduate Research Fellowship Program”, National Science Foundation (NSF), Texas A&M University, July 22, 2019. <https://www.youtube.com/watch?v=rQRBnkQ5G18>
14. NCTM Annual Conference Invitation, July 11, 2020.
15. Jones, E.C; “Knowledge Impacts the Future Workforce”. Student Financial Literacy Symposium, New Mexico State University, July 18, 2019.
13. Magazine Interview., Biology Graduate Programs Educating Students for Life beyond Academia: Broadening horizons for young scientists, BioScience, , bix152., <https://doi.org/10.1093/biosci/bix152.>, January 10, 2018.
14. Global Presentation., Jones, E.C., “The Fourth Industrial Revolution, The Internet of Things and The Smart and Connected World and What the NEXTGen of Students MUST Learn” Karunya University, Tamilnadu, India. September 16, 2017.
15. Link: <https://www.youtube.com/watch?v=z9RHnLx5jew>
16. Global Interview., Jones, E.C., “Special Interview about the 4th Industrial Revolution with Dr. Erick C Jones” Media Studio, Karunya University, Tamilnadu, India. September 16th, 2017.
17. Link: <https://www.youtube.com/watch?v=BEdIaBi1xfg&feature=youtu.be>
18. International Presentation., Jones, E.C., “The Fourth Industrial Revolution, The Internet of Things and The Smart and Connected World and What the NEXTGen of Students MUST Learn” Dayananda Sagar Institutions, Bengaluru, India. September 14, 2017.
19. Jones, E.C., “Serving Children and Families of Color Trough Inclusive Research Opportunities” Invited Symposium (A): Serving Children and Families of Color Through Research Opportunities in the Current Political Climate by American Psychological Association (APA), August 5th, 2017.
20. Jones, E.C., “Future Global Supply Chain Trends”. Supply Chain Technology Conference and Expo (SC Tech), Mexico City, Mexico, June 30, 2017.
21. Jones, E.C; “The Future of IOT in the Supply Chain”. Supply Chain Technology Conference and Expo (SC Tech), Mexico, City, Mexico, June 28, 2017.
22. Jones, E.C; “The Future of IOT in the Supply Chain”. Panama Airspace Optimization Conference, Panama City, Panama, June 27, 2017.
23. Jones, E.C., “The Role External Funding in Educational Research” 10th Anniversary The Asa G. Hilliard III and Barbara A. Sizemore; Research Course on African Americas and Education; AERA 2017 Annual Meeting., April 27, 2017.
24. Jones, E.C., “Future Global Supply Chain Trends”. Supply Chain Technology Conference and Expo (SC Tech), Chicago, IL, July 21, 2016.
25. Jones, E.C; “The Future of IOT in the Supply Chain”. Supply Chain Technology Conference and Expo (SC Tech), Chicago, IL, July 20, 2016.
26. Jones, E.C., Barea-Rodriguez, Edwin J “How to Make Your Money Work for You: Budgeting & Managing Funding For Your Doctoral Degree” Minority Graduate Scholarship Program 2015 Webinar Series, Management services for the Alfred P. Sloan Minority Graduate Scholarship Programs provided by National Action council for Minorities in Engineering (NACME) February 19, 2015.
27. Jones, E.C., Barea-Rodriguez, Edwin J., - “Changing Demographics and STEM”, The Alfred P. Sloan Minority Ph. D program 2014 Directors Conference at The Institute of Teaching and

- Mentoring sponsored by the Compact for faculty diversity (Atlanta, Georgia), with Edwin J. Barea-Rodriguez on Saturday, November 1, 2014.
28. Jones, E.C. "RFID in Healthcare" Texas Health Resources, THR, Corporation, Arlington, Texas, May 19, 2014.
 29. Jones, E.C. "The impact Security Advances via Applied Nano Technology (SAVANT) on STEM education" CAPS STEM Summit 2013, Milledgeville, GA, July 17-18, 2013.
 30. Ganeswaran, V., and Jones, E.C., "How to perform Graduate Research," NSF IRES in Mexico, Querétaro, Mexico, June 27, 2013.
 31. Ganeswaran, V., and Jones, E.C., "Preparing for Graduate Education." NSF IRES in Mexico, Querétaro, Mexico, June 27, 2013.
 32. Jones, E. C., "Insights to Performing Research Studies," NSF IRES in Mexico, Querétaro, Mexico, June 16, 2013.
 33. Jones, E. C., "Warehousing Principles," NSF IRES in Mexico, Querétaro, Mexico, June 12, 2013.
 34. Jones, E. C., "How to Develop and Write a Research Paper" NSF IRES in Mexico, Querétaro, Mexico, June 1, 2013.
 35. Jones, E.C. "The Impact of Leadership on Future Black Engineers" GE healthcare IT Group, May 7th, 2013, Plano, Texas
 36. Jones, E. C., (Keynote) "Intelligent Cities" for a "Smart Planet "Grand Challenges 5 (GR5) and 6 (GR6) from a CONACYT ICT Research Network, Querétaro, Mexico. GR5 is related to Intelligent Environments for Problems in Big Cities, GR6 is related to Knowledge-based Services for the Citizen. Summer 2012.
 37. Jones, E. C., "Understanding Budgeting and Finance," MATC Scholars Program, Lincoln, Nebraska, October 3-6, 2012.
 38. Jones, E. C., "Evaluation of RFID Technologies for Roadside Safety" MATC Scholars Program, Lincoln, Nebraska, October 3-6, 2012.
 39. Jones, E. C., "RFID Innovations" Universidad Autonoma de Querétaro, Querétaro, Mexico, July 2, 2012.
 40. Ganeswaran, V., and Jones, E. C., "How to perform Graduate Research," NSF IRES in Mexico, Querétaro, Mexico, June 27, 2012.
 41. Ganeswaran, V., and Jones, E.C., "Preparing for Graduate Education." NSF IRES in Mexico, Querétaro, Mexico, June 27, 2012.
 42. Jones, E. C., "Insights to Performing Research Studies" NSF IRES in Mexico, Querétaro, Mexico, June 16, 2012.
 43. Ganeswaran, V, and Jones, E.C., "Preparing for Graduate Education in US" Indian Institute of Information Technology Design and Manufacturing, Kancheepuram, India, June 13, 2012.
 44. Ganeswaran, V., and Jones, E.C., "Preparing for Graduate Education in US." Anna University-Guindy Campus, India, June 12, 2012.
 45. Jones, E. C., "Warehousing Principles" NSF IRES in Mexico, Querétaro, Mexico, June 12, 2012.
 46. Ganeswaran, V., and Jones, E.C., "Preparing for Graduate Education in US." Indian Institute of Technology- Madras Campus, India, June 6, 2012.
 47. Jones, E. C., "How to Develop and Write a Research Paper" NSF IRES in Mexico, Querétaro, Mexico, June 1, 2012.
 48. Jones, E. C., "Six Sigma Yellow Belt Training" APICS, Arlington, TX, May 18, 2012.
 49. Jones, E. C., "Using RFID in Space and the implications on Earth" AIM Conference, Las Vegas, NV, September 28, 2011.

50. Jones, E.C., “Research Experiences for Undergraduate Engineering Students” University of Texas System LSAMP Conference, Arlington, TX, September 16, 2011.
51. Jones, E. C., “RFID in the past, present, and future in Healthcare, Manufacturing, and Logistics,” US Fulbright Specialist Program, Querétaro, Mexico, June 30, 2011.
52. Jones, E. C., “How to Develop and Write a Research Paper” NSF IRES in Mexico, Querétaro, Mexico, June 27, 2011.
53. Jones, E. C., “How to perform Graduate Research,” NSF IRES in Mexico, Querétaro, Mexico, June 17, 2011.
54. Jones, E. C., “Insights to Performing Research Studies” NSF IRES in Mexico, Querétaro, Mexico, June 10, 2011.
55. Jones, E. C., “How to Apply, Budget and Use Graduate Fellowships and Funding for Graduate School,” MATC Scholars Program, Lincoln, Nebraska Summer 2010.
56. Jones, E. C., Riley, M.A, Battieste, T., “The Value of Industrial Engineers in Lean Six Sigma Organizations,” Proceedings of the Institute of Industrial Engineers Annual Conference, Cancun, Mexico, June 5-9, 2010.
57. Jones, E. C., “Six Sigma Yellow Belt Training,” Institute for Supply Management,” Lincoln, NE, April 10, 2010.
58. Jones, E. C., “RFID in Healthcare, Manufacturing, and Logistics,” APICS, Lincoln, NE, March 18, 2010.
59. Jones, E. C., “Using Six Sigma in Supply Chain Procurement Practices,” Institute for Supply Management, Lincoln, NE, November 18, 2009.
60. Jones, E. C., “Identifying Medical Errors Using Automatic Information Technology,” American Society of Quality, Lincoln, NE, October 16, 2009.
61. Jones, E.C., “A Methodology for Assessing Knowledge Worker Productivity,” Office Ergonomics Research Committee (OERC) Spring 2009 Meeting, St Paul, MN, April 1-3, 2009.
62. Jones, E.C., “RFID Basics,” Nebraska Transportation Center Summer Technology Institute for Professional Develop for Science and Math for Nebraska High School and Middle School Teachers. July 17, 2008, July 11-13, 2007
63. Jones, E.C., “Current Research Trends in Logistics,” Nebraska Transportation Summit, University of Nebraska-Lincoln, April 30, 2008.
64. Jones, E.C. (Keynote speaker), “The Real Cost of RFID Implementations,” Nebraska Logistics Council Annual RFID Conference, Bellevue College. March 14, 2008, Bellevue, NE, August 8, 2006, Bellevue, NE
65. Jones, E.C., “RFID Basics for High School and Middle School Teachers,” Transportation, Distribution, Warehousing, and Logistics (*TDW&L) Pathway Academy, Mid-Plains Community College, North Platte, NE, June 19, 2007.
66. Jones, E.C., “RFID Basics for High School and Middle School Teachers,” NCE-Conference, Central Community College, Kearney, NE, June 4, 2007.
67. Jones, E.C. (Keynote speaker), “RFID in the Flat World and the Global Impacts,” Monterey Tech (Querétaro Campus), Querétaro, Mexico, April 26-27, 2007.
68. Jones, E.C. (Keynote speaker), “The Costs and Best Practices for Implementing Warehouse Management Systems,” Nebraska Logistics Council Lecture Series, Bellevue College, Bellevue, NE, October 16, 2006.
69. Jones, E.C., and Bukkaptnam, S., “RFID Basics Pre-Conference Seminar,” Centers for Engineering Logistics and Distribution (CELDi) Research Conference, May 23-25, 2004.

70. Jones, E.C. Topic: “E-Supply Chain Synthesis,” Supply Chain Management Conference sponsored by Logility Software, New Orleans, LA, May 2000.

4.11 Seminars – Workshop Conducted

1. *Workshop*, “**Strategies for Winning Different types of Grants and Gifts**”, Jackson State University, December 4, 2020.
2. *Workshop*, GEM GRAD LAB Training, September 26, 2020.
3. *Trainer*, Lean Six Sigma Green Belt Training, ISCEA Certification, April 2020.
4. Fall 2019 UTA College of Engineering GTA/PhD Graduate Student Success - Bootcamp, September 6, 2019. –
5. *Trainer*, Lean Six Sigma Yellow Belt Training, ISCEA Certification, August 2015.
6. *Workshop Instructor*, RFIDSCP training and certification session-RFID conference, ISCEA, November 14-16, 2020.

4.12 Public Outreach

1. Jones, E.C., 2018 Institute on Teaching and Mentoring, The March Towards Faculty Diversity, Crystal Gateway Marriott, Arlington, VA, October 25-28, 2018.
2. Jones, E.C., 2018 GEM Leadership Awards Gala, The National GEM Consortium, Sheraton Gateway, Los Angeles, CA, September 13, 2018.
3. Jones, E.C., 2018 AFP Philanthropy in North Carolina Conference, Association of Fundraising Professionals (AFP), Benton Convention Center, Winston-Salem, NC, August 30, 2018.
4. Jones, E.C., 2018 American Society for Engineering Education (ASEE) Annual Conference & Exposition, Salt Place Convention Center, Salt Lake City, UT, June 24-27, 2018.
5. Jones, E.C., NSF Workshop Luncheon, Washington University in St. Louis- School of Engineering and Applied Science, St. Louis, MO, June 20, 2018.
6. Jones, E.C., “ERC Centers and Planning Grants”, Electrical and Computer Engineering Department Heads Association (ECEDHA)- Underrepresented Minority Institute (UMI) Workshop, The Alexandrian Hotel, Alexandria, VA, June 19, 2018.
7. Jones, E.C., “Writing Proposal for NSF”, Institute of Industrial and Systems Engineers (IISE) Annual Conference & Expo 2018, Loews Royal Pacific Resort, Orlando, FL, May 20, 2018.
8. Jones, E.C., “NSF Funding”, American Educational Research Association (AERA) 2018 Annual Meeting, New York City, NY, April 13-17, 2018.
9. Jones, E.C., “Effective Partnerships “., NSF HBCU-UP/CREST PI/PD Meeting., Washington Marriot Wardman Park Hotel., Washington, DC., February 21-22, 2018.
10. “2018 Texas Engineering Deans Meeting” Cullen College of Engineering, The University of Houston, Houston, TX. January 19th, 2018.
11. Jones, E.C., “Engineering Research Center” National Academy of Engineering, NSF ERC Meeting, Plaza Foyer, Washington, DC, November 3rd, 2017.
12. Jones, E.C., Working Lunch, 2017 NSF ERC Biennial Meeting & NAE Report Workshop., Hilton Alexandria Mark Center., Alexandria, VA., October 31 – November 3, 2017.
13. Jones, E.C., “Getting the NSF ERC Story to The Public and Beyond”., Engineering Research Center - EEC Biennial Meeting, Ballroom BC, Washington, DC, October 31-November 2, 2017.
14. Jones, E.C., “NSF Engineering Education Centers” EEC Biennial Meeting, Ballroom BC, Washington, DC, October 29-31, 2017.

15. Jones, E.C., “Tips for Turning Good Ideas into Competitive NSF Engineering & Engineering Education Proposals”, NSF Advanced Manufacturing for Aerospace Industry 2017, Hilton Arlington, Arlington, TX, June 20, 2017.
16. Jones, E.C., Pea, Celeste “Finding Government Funding and Partners” Broadening Participation of Minority Serving Institutions in Life Stem (BP-MSI), Hosted by the Quality Education for Minorities (QEM) Network and MERAssociates (MERA)
 - a. June 12-13, 2017, Xavier University of Louisiana, New Orleans, LA
 - b. June 16-17, 2017, Spelman College, Atlanta, GA
17. National Science Foundation’s (NSF) LifeSTEM Initiative, “Building Capacity Through Quality Research Involving Models of Interventions in the Life Sciences and Biosciences”, Xavier University of Louisiana, New Orleans, Louisiana., June 12-13, 2017.
18. Jones, E.C., Moore, J.A., King, Karen, Franklin, Sedika, “Finding Government Funding and Partners” Association of Public & Land Grant Universities, 2017 HBCU Summit, Renaissance Pere French Quarter Hotel, New Orleans, LA, June 9, 2017.
19. Jones, E.C., Muller-Parker, Giselle, James, Sylvia, “Graduate Student Research and Internships at the National Science Foundation”, U.S. Naval Research Laboratory, Naval Undersea Research Program, Naval Undersea Research Program Annual Program Review, Key Bridge Marriott, Arlington, VA, June 8, 2017.
20. Sloan Scholars Mentoring Network, “Advisory Board Meeting”, May 25-26, 2017.
21. “The Role External Funding in Educational Research” Building a Networked Improvement Community around Engaging Minority Males in STEM, Morgan State University, School of Engineering, Baltimore, MD, May 23, 2017.
22. “The Role External Funding in Educational Research” 10th Anniversary The Asa G. Hilliard III and Barbara A. Sizemore; Research Course on African Americas and Education; AERA 2017 Annual Meeting., April 27, 2017
23. Jones, E.C., Bates, R.B., “NSF Funding Opportunities” NSF PNW-AGEP Meeting, April 24-27, 2017
 - a. “Collaborative Research: The Pacific Northwest Alliance to Develop, Implement, and Study a STEM Graduate Education Model for American Indians and Native Alaskans,” Washington State University, University of Idaho, University of Montana, Montana State University, Heritage University, Salish Kootenai College, and Montana Tech; Working title: “Pacific Northwest Circle of Success for Mentoring Opportunities in STEM,” or PNW-COSMOS.
 - b. April 23-25: Pullman WA/Washington State University.
 - c. April 25-26: Missoula MT/ University of Montana & University of Idaho
24. Jones, E.C., Muller-Parker, Giselle, James, Sylvia, “Graduate Student Research and Internships at the National Science Foundation”, Association Public and Land-Grant Universities APS/NARRU, Washington, DC, March 9, 2017
25. “Graduate Student Research and Internships at the National Science Foundation”, Emerging Research Network (ERN), HBCU Up PI meeting, Marriott Washington Wardman Park Hotel, Washington, DC, March 2-4, 2017.
26. “Panel about Academic Experiences”, Emerging Research Network (ERN), Harris Stowe State University Graduate Students, Panel Discussion, Marriott Washington Wardman Park Hotel, Washington, DC, March 2-4, 2017.

27. Jones, E.C., Mueller-Parker, Gisele, “NSF Graduate Research Fellowship Program”, Emerging Research Network (ERN), HBCU-Up PI meeting, Marriott Washington Wardman Park Hotel, Washington, DC, February 26, 2017.
28. “National Science Foundation Alliances for Graduate Education and the Professoriate (AGEP) Program National Forum” Council of Graduate Schools (CGS), Grand Hyatt Washington, Washington, DC, February 23-24, 2017.
29. Jones, E.C., Carter, Talisa, “Professional Development Roundtables on Dissertation Fellowships” The William Averette Anderson Fund, BAF Workshop Agenda, Hosted by the Disaster Research Center at the University of Delaware, Newark, DE., November 11, 2016.
30. Jones, E.C., Crosby, K., Douglas, E., Ilumoka A., Kremer, G., Krupczak J., Pearson Weatherton, Y., Pierrakos O., Yaprak, E. “Tips for Turning Good Ideas into Competitive NSF Engineering Education Proposals”, ASEE Annual Conference 2016, New Orleans, LA, June 26-29, 2016.
31. Jones, E.C., Crosby, K., Douglas, E., Ilumoka A., Kremer, G., Krupczak J., Pearson Weatherton, Y., Pierrakos O., Yaprak, E. “National Science Foundation Engineering Education Funding Opportunities”, ASEE Annual Conference 2016, New Orleans, LA, June 26-29, 2016.
32. Jones, E.C., Moore, J.A., King, Karen, “NSF and the Advancement of HBCUs”, Baton Rouge, LA., 2007.
33. Public & Land Grant Universities HBCU Summer Engineering Faculty and Student Seminar, Sheraton Atlanta Hotel, Atlanta, GA, June 15, 2016.
34. “USGS NSF GRIP Opportunities”- USGS (WebEx), November 16, 2015.
35. “NSF Graduate Research Fellowship and Internship Programs”- 2015 Mid-America Transportation Center (MATC) Scholars Program, University of Nebraska in Lincoln, NE, October 28-31, 2015.
36. “Graduate Research Fellowship Program” Society of Neuroscience (SfN) Conference NSF Booth and Outreach, Washington, DC., October 16-19, 2015.
37. Sloan Scholars Mentoring Network, “Creating Change: How Can the Sloan Network Be Part of the Solution? Planning Meeting, September 14-16, 2015.

4.13 Fundraising (Invitation Only)

1. The 2017 NACME Award Gala., New York, NY., October 18th, 2017.
2. The Ohio State University Scarlet and Gray Reception., Columbus, OH., October 28, 2017.
3. Fire and Focus Scholarship Find Inc. “A Beacon of Light for Tomorrow’s Leaders” Honoring Congresswoman Joyce Beatty., Washington, DC., September 22, 2017.

4.14 Closed / Invitation Only Meetings

1. CDO Roundtable, The National GEM Consortium, Virtual Platform, September 11, 2020.
2. NSF EAGER Maker Summit, National Science Foundation, Alexandria, VA, December 10-11, 2018.
3. Social Science Research Council- Advisory Board Meeting, Sloan Scholars Mentoring Network, One Pierrepont Plaza, Brooklyn, NY, December 6-7, 2018.
4. 2018 Scholarship Luncheon, The Texas Business Hall of Fame, Marriott Marquis, Houston, TX, November 1, 2018.
5. 2018 NAE Grand Challenges Scholars Program Annual Meeting, National Academy of Engineering, National Academy of Sciences Building, Northwest, Washington, DC, October, 29-30, 2018.
6. Academic Job Market & New Faculty Boot Camp, Sloan Scholars Mentoring Network, Crystal Gateway Marriott, Arlington, VA, October 24-26, 2018.

7. Engineering Research Center for Re-inventing the Nation's Urban Water Infrastructure (ReNUWIt) Stanford University, University of California, Berkeley, Colorado School of Mines, New Mexico State University, Sixth Year Renewal Site Visit, May 22-24, 2018
8. Nanosystems Engineering Research Center for Nanotechnology Enabled Water Treatment (NEWT), Rice University, Arizona State University, University of Texas-El Paso, and Yale University, 3rd Year Site Visit Review, May 15-17, 2018 at Arizona State University
9. Engineering Research Center Site Visit (NanoSystems), Nanomanufacturing Systems for Mobile Computing and Mobile Energy Technologies (NASCENT)., University of Texas at Austin, Patners University of California-Berkeley, University of New Mexico, Seoul National University, Seoul Republic of Korea, Indian Institute of Science, Bangalore, India, location: University of Texas at Austin, Austin, TX.; May 7-10, 2018.
10. "The Value Creation Playbook Workshop", American Society for Engineering Education (ASEE), Invited by Curtis Carlson, Washington, D.C., April 20, 2018.
11. National Academy of Innovators (NAI) Annual Conference, Personal Invitation by Dr. Dereje Agonafer, Washington, D.C., April 4-6, 2018
12. AGEP Alliance Site Visit., Alliances for Graduate Education and the Professoriate (AGEP) Program, Division of Human Resource Development (HRD), Directorate for Education and Human Resources (EHR), National Science Foundation (NSF)., "AGEP Transformation Alliance: Bridging the PhD to Postdoc to Faculty Transitions for Women of Color in STEM"., NSF AGEP Awards: HRD – 1647196 (Vanderbilt University), HRD – 1647013 (Fisk University), and HRD – 1647229 (Wake Forest University)., Kissam Center (Room C105) Vanderbilt University., Nashville, Tennessee. February 22-23, 2018.
13. Engineering Research Center (ERC) for Cell Manufacturing Technologies, Kick -Off Meeting., Jones, E.C., "Education, Diversity/Culture Inclusion"., CMaT, National Science Foundation (NSF) Georgia Institute of Technology, Atlanta, Georgia., November 13th – 14th, 2017.
14. Engineering Research Center (ERC) for Cell Manufacturing Technologies, Kick -Off Meeting., Jones, E.C., "NSF Expectations for a Successful ERC "., Engineering Research Center in Cellular Metamaterials - CELL-MET, National Science Foundation (NSF), Nanosystems Engineering Research Center for Directed Multiscale Assembly of Cellular Metamaterials with Nanoscale Precision, Boston, MA., October 26, 2017.
15. Engineering Research Center Site Visit (NanoSystems), Nanomanufacturing Systems for Mobile Computing and Mobile Energy Technologies (NASCENT)., University of Texas at Austin, ,
16. Patners University of California-Berkeley, University of New Mexico, Seol National University, Seoul Republic of Korea, Indian Institute of Science, Bangalore, India, location: University of Texas at Austin, Austin, TX., May 15-17, 2017.
17. AGEP Alliance Site Visit., Alliances for Graduate Education and the Professoriate (AGEP-T) Program, Division of Human Resource Development (HRD), Directorate for Education and Human Resources (EHR), National Science Foundation (NSF)., "AGEP Transformation Alliance: Pacific Northwest Collaborative Opportunities for Success in Mentoring of Students (PNW-COSMOS)"., NSF AGEP Awards: HRD – 1431773 (Washigton State), HRD – 1432694 (University of Montana), HRD – 1431773 (Washigton State), and HRD – 1432910 (University of Idaho)., Pullman, Washington, April 24-27, 2017.
18. AGEP Alliance Site Visit., Alliances for Graduate Education and the Professoriate (AGEP) Program, Division of Human Resource Development (HRD), Directorate for Education and Human Resources (EHR), National Science Foundation (NSF)., "The Stony Brook-Brookhaven AGEP Frontiers of Research and Academic Models of Excellence (FRAME) Alliance for Transformation".,

-
- NSF AGEP Awards: HRD – 1311318 (Stoney Brook University), (Brookhaven National Laboratory), reverse site visit, National Science Foundation, Arlington, VA, May 25th, 2017.
19. AGEP Alliance Site Visit., Alliances for Graduate Education and the Professoriate (AGEP) Program, Division of Human Resource Development (HRD), Directorate for Education and Human Resources (EHR), National Science Foundation (NSF)., “AGEP-T-Collaborative Research: California Alliance for Graduate Education and the Professoriate”., NSF AGEP Awards: HRD – 1306747 (UC Berkeley), HRD-1306683 (UCLA), HRD-1306595 (Stanford), HRD-1306760 (Caltech) Site Visit, UC Berkeley, 120 Durant Hall, May 25th, 2016.
 20. AGEP Alliance Site Visit., Alliances for Graduate Education and the Professoriate (AGEP) Program, Division of Human Resource Development (HRD), Directorate for Education and Human Resources (EHR), National Science Foundation (NSF)., “The Stony Brook-Brookhaven AGEP Frontiers of Research and Academic Models of Excellence (FRAME) Alliance for Transformation”., NSF AGEP Awards: HRD – 1311318 (Stoney Brook University), (Brookhaven National Laboratory), reverse site visit, National Science Foundation, Arlington, VA, May 10th, 2016.
 21. AGEP Alliance Site Visit., Alliances for Graduate Education and the Professoriate (AGEP) Program, Division of Human Resource Development (HRD), Directorate for Education and Human Resources (EHR), National Science Foundation (NSF)., “AGEP-Transformation: The CIC Professional Advancement Initiative(PAI)”., NSF AGEP Awards: HRD – 1309028 (University of Illinois at Urbana-Champaign (UIUC)), HRD-1309173 (Purdue University (PU)), reverse site visit, National Science Foundation, Arlington, VA, August 9th, 2016.
 22. AGEP Alliance Site Visit., Alliances for Graduate Education and the Professoriate (AGEP) Program, Division of Human Resource Development (HRD), Directorate for Education and Human Resources (EHR), National Science Foundation (NSF)., “The Michigan AGEP Alliance for Transformation (MAA): Mentoring and Community Building to Accelerate Successful Progression into the Professoriate”., NSF AGEP Awards: HRD – 1305932 (University of Michigan), HRD-1305819 (Michigan State University), HRD-1305996 (Western Michigan University, HRD-1305993(Wayne State University), HRD-1305678 (Michigan Technological University), reverse site visit, National Science Foundation, Arlington, VA, August 11th, 2016

5.0 Teaching Accomplishments

Category	Number of Students
Ph.D. Students Advised	15
Ph.D. Students Advising	3
Ph.D. Students Committee	12
MS Thesis Students Advised	24
MS Thesis Students Advising	0
MS Non-Thesis Students Advised	20
MS Students Committee	4
Undergraduate Students Funded	32
Total	110

Total Number of Students Supported – Men and Women

	Undergraduate	M.S. Students	Ph.D. Students
Women	7	10	7
Men	25	22	9
Total	32	30	16

Total Number of Students Supported – Ethnic Groups

	Undergraduate	M.S. Students	Ph.D. Students
African American	3	2	5
African	0	1	0
Hispanic American	4	1	0
South American	0	2	0
Chinese	2	8	2
Indian	0	8	5
Indonesian	0	0	2
Iranian	0	1	0
Caucasian	22	4	0
Others	1	2	1
Total	32	29	15

5.1 Postdoctoral Research Associates

1. Dr. Juan Marcos Castillo, RAID LABS, Dissertation/Post Doc Award, 2018
2. Dr. Vettrivel Gnaneswaran, RFID LABS, Startup Funding, KLSS Funding, 2010-2012

5.2 Ph.D. Students Supervised

4. Juan Marcos Castillo

Graduation Date: Summer 2018

- Advisement began: 2014
Dissertation: Statistical Meta-Model for Air Traffic Flow and Capacity Management based on airspace optimization-simulation: The Continuous Challenge of the Hub of the Americas Congestion
Funding: SENACYT-Panama/IMSE Department GTA
5. Soma Sekar Balasubramanian
Graduation Date: December 2016
Advisement began: 2013
Dissertation: "Evaluating Increasing Hospital Closure Rates in U.S: A Model Framework And A Lean Six Sigma Deployment Approach For Quality Improvement Initiatives to Prevent Further Closures in Rural and Disadvantaged Locations"
Funding: IMSE Department GTA
6. Sam Okate
Graduation Date: July 2016
Advisement began: 2013
Dissertation: "Evaluating the Impacts of the Internet of Things to Reduce Runway Incursions: Understanding the Why, How & When"
Funding: US Department of Education GANN Program/ NSF-IRES grant
7. Shalini Gupta
Graduation Date: July 2016
Advisement began: 2013
Dissertation: "Evaluating the Impacts of Sleep Disruptions In Women Through Automated Analysis (SJSJL Framework)".
Funding: IMSE Department GTA
8. Billy Gray
Graduation Date: July 2015
Advisement began: 2013
Dissertation: "Embedding Electronics in Fiber Reinforced Plastics"
Funding: US Department of Education GANN Program
6. Sunny Jain
Graduation Date: May 2015
Advisement began: 2013
Dissertation: "Evaluating the impact of Sustainability and Pipeline Quality on Global Crude Oil Supply Chain".
Funding: Self
7. Gowtham Anantkrishnan
Graduation Date: December 2014
Advisement began: 2009
Dissertation: "Evaluating the Impact of AutoID technologies on Oil and Gas ERP System Data Accuracy and Reliability"
Funding: CVISN/Startup/Self
8. Shernette Kydd
Graduation Date: May 2013
Advisement began: 2011

- Dissertation: "A Framework for Self Evaluation and Systemic Preemptive Action to Reduce High Hospital Readmission Rate"
- Funding: Self
9. Restu P. Sunarto
 Graduation Date: May 2013
 Advisement began: 2011
 Dissertation: "Evaluation of Quality and Sustainability Incentives to Optimize the Indonesian to the United States Crude Oil Supply Chain"
- Funding: TMAC / Self
10. Maurice Cavitt
 Graduation Date: May 2013
 Advisement began: 2009
 Dissertation: "An Optimal Decision Model for Multi-System Process Capability Improvements through a Personnel Environment and Integration (PEI) Framework Utilizing Radio Frequency Identification (RFID) Technologies"
- Funding: UNCF/ Startup/ Sloan / GANN / NASA Fellowship
11. Ida Lumintu
 Graduation Date: May 2013
 Advisement began: 2012
 Dissertation: "RFID and RTLS Enhancement for retained surgical instruments in the Body"
- Funding: Fulbright Ph.D. Presidential Scholarship / University of Texas at Arlington EGTA / UTA Graduate Tuition Fellowship/William J. Fulbright Foundation
12. Dwight Mosby
 Graduation Date: December 2010
 Advisement began: 2004 Co-Chair with Aemal Khattak, Civil Engineering
 Dissertation Title: "Embedded Radio Frequency Identification Device License Plates for Roadside Use in Nebraska"
- Funding: Department of Transportation (CVISN)
13. Vettrivel Gnaneswaran
 Graduation Date: December 2010
 Advisement began: 2010 Co-Chair with Dr. Ramaratnam Ram Bishu Industrial Engineering
 Dissertation Title: "Force Endurance Model for Pencil Hold Task"
- Funding: Department of Transportation (CVISN)
14. *Liyuan Zhang
 Graduation Date: July 15th, 2012
 Advisement began: 2009, Co-Chair with Dr. Michael W. Riley, IMSE UNL
 * Changed schools, Dr. Riley was chair and changed to committee member
- Dissertation: "Multi-Objective model for evaluating procurement practices that impact supplier quality in Supply Chains based out of China"
- Funding: Department of Transportation (CVISN)
15. *Nancy (Dejing) Kong
 Graduation Date: July 30th, 2012

Advisement began: 2009, Co-Chair with Dr. Michael W. Riley, IMSE UNL
 * Changed schools, Dr. Riley was chair and changed to committee member
 Dissertation: "Economic Impact to the State of a Graduate Degree"
 Funding: Department of Transportation (CVISN)

5.3 Ph.D. Students under Supervision

16. Gohar Azeem Expected Graduation Date: May 2024
 Advisement began: 2020
 Dissertation: AI Enabled Optimization of the COVID-19 Therapeutics Supply Chain to support Community Public Health
 Funding: NSF
17. Latasha Starr Expected Graduation Date: May 2018
 Advisement began: 2015
 Dissertation: TOPIC
 Funding: NSF LSAMP/US DOEd GANN/TBHF Awardee
18. Jairo de Jesus Expected Graduation Date: May 2015
 Advisement began: 2012
 Dissertation: "TOPIC"
 Funding: Self

5.4 MS Students (Thesis Option) Supervised

1. Jashandeep Singh
 Graduation Date: July 2015
 Advisement began: 2014
 Thesis Project: "Evaluating the Economic Impact of RFID in Pipeline Vs Railroad in Oil Industry"
 Funding: CIS - Computer Innovation Services, Inc.
2. Atul Kamble
 Graduation Date: July 2015
 Advisement began: 2014
 Thesis Project: "Using RFID to Standardize Car Remanufacture Parts".
 Funding: CIS - Computer Innovation Services, Inc.
3. Chendur Muruganand
 Graduation Date: May 2013
 Advisement began: 2012
 Thesis Project: "A Sustainability-based Framework To Make A Strategic Outsourcing Decision for Warehouses in The Electronics Industry"
 Funding: NSF-IRES
4. Hamid Ghorashi
 Graduation Date: December 2012
 Advisement began: 2011
 Non-Thesis Project: "New Approach for Minimizing Human Errors in Hospital Operating Rooms by Using RFID Alerting System"
 Funding: NSF-IRES
5. Jian Han
 Graduation Date: May 2012

- Advisement began: 2009
Dissertation: "Evaluation of optimization algorithms for improvement of a transportation company's (in-house) vehicle routing system"
Funding: Self/Werner/CVISN
6. Angela Garza
Graduation Date: December 2010
Advisement began: 2009
Dissertation: "Innovating Continuous Review Policies with RFID"
Funding: Sloan/GANN/ NASA
7. Maurice Cavitt
Graduation Date: December 2010
Advisement began: 2009
Dissertation: "Evaluating Inventory Replenishment Speed in Healthcare Organization"
Funding: GANN/ NASA
8. Liyuan Zhang
Graduation Date: December 2010
Advisement began: 2009
Dissertation: "Comparison of Classical Analytic Hierarchy Process (AHP) Approach and Fuzzy AHP Approach in Multiple-Criteria Decision Making for Commercial Vehicle Information Systems and Networks (CVISN) Project"
Funding: CVISN
9. Nancy (Dejing) Kong
Graduation Date: December 2010
Advisement began: 2009
Dissertation: "Using a Quality Based Analytic Hierarchy Process To Do Decision-making Analysis in Transportation"
Funding: CVISN
10. Jairo de Jesus
Graduation Date: December 2010
Advisement Began: 2006
Dissertation: "A Predictive Modeling for Water Consumption and Waste Water Flow Management for a Food Processing Manufacturer"
Funding: Farmland/Self
11. Rama Thummalapalli
Graduation Date: August 2010
Advisement began: 2007
Dissertation: "Using Six Sigma to Implement Bioinformatics for Health and Human Service Departments"
Funding: Self /VA Hospitals
12. Olabode Alabi
Graduation Date: August 2009
Advisement began: 2007
Dissertation: "RFID and RTLS Predictive Location Modeling"
Funding: Self

-
13. Jane Silveray
 Graduation Date: May 2009
 Advisement began: 2006
 Dissertation: "Economic Evaluating of RFID Implementation at a Retail Store"
 Funding: Self /NASA
14. Kelli Kopocis
 Graduation Date: May 2009
 Advisement began: 2006
 Dissertation: "An Evaluation Of The Effectiveness Of Radio Frequency Identification On Mechanical Contracting Jobsites"
 Funding: Self /MCAA/NASA
15. Casey Richards
 Graduation Date: May 2009, Co-Adviser Michael W. Riley
 Advisement began: 2007
 Dissertation: "Using Multi-Criteria Decision Analysis to Select the Most Effective Best Practices for Loading Flatbed Semi Trailers"
 Funding: NASA
16. Rodrigo Franco
 Graduation Date: December 2008
 Advisement began: 2006
 Dissertation: "Multi-objective Stochastic Supply chain modeling with Imperfect Quality Suppliers"
 Funding: NASA
17. Faye (Xiaofei) Gao
 Graduation Date: December 2007
 Advisement began: 2005
 Dissertation: "Measuring the Impact of RFID technologies on Facility Design"
 Funding: NASA
18. Jing Yang (Paul) Pei
 Graduation Date: August 2007
 Advisement began: 2005
 Dissertation: "Inventory Control in Serial Systems Using RFID"
 Funding: City of Houston
19. Selvia Androus
 Graduation Date: August 2007
 Advisement began: 2004
 Dissertation: "Cognitive Turnover Predictive Model Differences Between Knowledge Workers and Production Workers"
 Funding: City of Houston/ Covidian
20. Tim Farnham
 Graduation Date: December 2006
 Advisement began: 2004
 Dissertation: "Six Sigma Practices: A Methodology to Determine Successful Six Sigma Implementation Characteristics"
 Funding: NASA
21. Satish Oswal

- | | |
|-------------------|--|
| Graduation Date: | May 2006 |
| Advisement began: | 2004 |
| Dissertation: | “A Mathematical Model to Identify Pre-Turnover Mindset in Employees in Organizations and Students at Universities” |
| Funding: | City of Houston |
22. Bharath Swaminthan
- | | |
|-------------------|---|
| Graduation Date: | May 2005 |
| Advisement began: | 2004 |
| Dissertation: | “Developing Collaborative Supply Chain Model for a Part-Finishing Company Using Dell’s Model” |
| Funding: | Self |
23. Gowtham Anantkrishnan
- | | |
|-------------------|--|
| Graduation Date: | May 2005 |
| Advisement began: | 2003 |
| Dissertation: | “A Comparative Study on the Effectiveness of Computer Based Training on Training Personnel on Radio Frequency Identification (RFID)” |
| Funding: | City of Houston |
24. Josephine A. Hain
- | | |
|-------------------|--|
| Graduation Date: | December 2004 |
| Advisement began: | 2003 |
| Dissertation: | “A Methodology to Study the Behavior Skills of the Successful Project Manager” |
| Funding: | City of Houston |

5.5 MS Students (Non-Thesis option) supervised and Funded

1. Apsara Ashok

Graduation Date	: May 2021
Advisement Began	: Fall 2020
Thesis Project	: -
Funding.	: Yes

2. Rakshitha Kallagudde

Graduation Date	: May 2021
Advisement Began	: Fall 2020
Thesis Project	: -
Funding.	: Yes

3. Srinivas Annadurai

Graduation Date	: May 2021
Advisement Began	: Fall 2019
Thesis Project	: -
Funding.	: Yes

4. Abhisheksinh Kanaksinh Rathore

-
- | | |
|------------------|-------------|
| Graduation Date | : May 2020 |
| Advisement Began | : Fall 2019 |
| Thesis Project | : - |
| Funding | : Yes |
5. Dhruvi Rajput
- | | |
|------------------|------------|
| Graduation Date | : May 2020 |
| Advisement began | : 2019 |
| Thesis Project | : - |
| Funding | : Yes |
6. Sathishkumar Muthukumar
- | | |
|------------------|-----------------|
| Graduation Date | : December 2019 |
| Advisement began | : 2018 |
| Thesis Project | : - |
| Funding | : Yes |
7. Pranesh Ram Devaraj
- | | |
|------------------|-----------------|
| Graduation Date | : December 2018 |
| Advisement began | : 2017 |
| Thesis Project | : - |
| Funding | : Yes |
8. Joses Jenish Smart
- | | |
|------------------|---|
| Graduation Date | : May 2018 |
| Advisement began | : 2017 |
| Thesis Project | : “RFID Based Smart Sleep Monitoring Scarf to Evaluate The Impacts of Sleep Disruptions in Women” |
| Funding | : Yes |
9. Julian George
- | | |
|------------------|---|
| Advisement began | : 2017 |
| Thesis Project | : “RFID Based Smart Sleep Monitoring Scarf to Evaluate The Impacts of Sleep Disruptions in Women” |
| Funding | : George and Pickett |
10. Aditya Mhatre
- | | |
|------------------|----------------------|
| Advisement began | : 2017 |
| Thesis Project | : - |
| Funding | : George and Pickett |
11. Sahil Tandon
- | | |
|------------------|--------------------------------|
| Graduation Date | : May 2017 |
| Advisement began | : 2016 |
| Thesis Project | : “RFID Model for Smart Pills” |
| Funding | : Yes |

-
12. Punugu, Raghavendra Kumar
 Graduation Date : May 2017
 Advisement began : 2016
 Thesis Project : “Performance and Benchmarking of Multi-Surface UHF RFID Tags for Readability and Reliability”
 Funding : Yes
13. Ryan Dietrich
 Graduation Date : May 2015
 Advisement began : 2013
 Thesis Project :
 Funding :
14. Amaraja Dalvi
 Graduation Date : May 2015
 Advisement began : 2013
 Thesis Project :
 Funding :
15. Shui Bui
 Graduation Date : May 2014
 Advisement began : 2013
 Thesis Project :
 Funding : NSF-IRES grant
16. Jose Sanchez
 Graduation Date : December 2013
 Advisement began : 2013
 Thesis Project :
 Funding : Self
17. Roshani Samudhakar
 Graduation Date : December 2013
 Advisement began : 2012
 Thesis Project : “Evaluating the Best Practices for Successful Lean Six Sigma Companies”
 Funding : Self
18. Angela Nnadili
 Graduation Date : May 2013
 Advisement began : 2012
 Non-Thesis Project :
 Funding : RAID Labs
19. Alok Igoor

- Graduation Date : May 2013
 Advisement began : 2012
 Non-Thesis Project : "TOPIC"
 Funding : RAID Labs
 proprivate
20. Shin-Chiann Han
 Graduation Date : December 2011
 Advisement began : 2011
 Non-Thesis Project : "Process Flow Improvement at TRW"
 Funding : NSF-IRES
21. Mehmet Ufuk Eren
 Graduation Date : May 2006
 Advisement began : 2005
 Non-Thesis Project : "RFID in Rail Car Tracking"
 Funding : Self
22. Yan (Jerry) Tie
 Graduation Date : August 2007
 Advisement began : 2005
 Non-Thesis Project : "School Enrollment Forecasting Using ARIMA Models"
 Funding : City of Houston

5.6 Undergraduate Students Supervised & Funded

University of Texas at Arlington

1. Joshua Bolton 2014 B.S Ind. Eng., "Raid Labs Scholarship", \$1000.
2. Ankan Addy 2014 B.S Ind. Eng., "Raid Labs Scholarship", \$1000.
3. Eryka Dira Summer and Fall 2013, B.S. Ind. Eng., NSF-IRES grant, "Arela, ArnesesElectricosAutomotrices Project," \$10,000.
4. Yazmin Salazar Summer and Fall 2013, B.S. Ind. Eng., NSF-IRES grant, "CIDEQ Queretaro Technical Center Project," \$10,000.
5. Mekdi Girmash Summer and Fall 2013, B.S. Ind. Eng., NSF-IRES grant, "Arela, ArnesesElectricosAutomotrices Project," \$10,000.
6. Marco Torres Summer and Fall 2013, B.S. Ind. Eng., NSF-IRES grant, "Arela, ArnesesElectricosAutomotrices Project," \$10,000.
7. Walter Mulflur Summer and Fall 2012, B.S. Ind. Eng., NSF-IRES grant, "Interdeli Project," \$10,000.
8. Mackenzie Dacres Summer and Fall 2012, B.S. Ind. Eng., NSF-IRES grant, "Kellogg Project," \$10,000.
9. Rayanne Macnee Summer, B.S. Nursing, NSF-IRES grant, "Kellogg Project," \$10,000.
10. Rupak Pandey Spring 2012, B.S. Ind. Eng., UROP grant, "RfBAM Project," \$2,000.
11. Harrison Armstrong 2011-Present, B.S. Ind. Eng., AURUS grant, "RfSurg Project," \$500
12. Chidebe S Ugoji Summer and Fall 2011, B.S. Ind. Eng., NSF- IRES grant, "TRW Project," \$10,000
13. Mohammed Siddiqui Summer and Fall 2011, B.S. Ind. Eng., NSF- IRES grant, "Werner Truck Project," \$10,000

14. Juan Robles Summer and Fall 2011, B.S. Ind. Eng., NSF- IRES grant, “Interdeli Project,”\$10,000
15. Jithin Daniel Summer 2011, B.S. Ind. Eng., NSF- IRES grant, “Werner Truck Project,”\$10,000
16. Nathan Kent Heng Fall 2010, B.S. Ind. Eng., NASA grant, “RFID at NASA,” \$2,000
17. Andrea Henery Fall 2010, B.S. Ind. Eng., NASA grant, “RFID at NASA,” \$2,000
18. Mike Mummagh Summer and Fall 2010, B.S. Ind. Eng., NASA grant, “RFID at NASA,” \$2,000
19. Antonio Contreras Summer and Fall 2010, B.S. Ind.Eng, NASA grant, Graduated Dec 2010, RFID at NASA,” \$2,000
20. William Frendrick Summer 2010, B.S. Ind.Eng, NASA grant, “RFID at NASA,” \$2,000
21. Lindsay Exstrom 2009, Grad. Dec 2009, B.S. Ind. Eng, UCARE grant, “Silo Windmill Energy Development,,” \$2,000
22. Ik Hou Loh 2007-2008, B.S. Ind. Eng, UCARE grant, “Using RFID as a locator system for trucking and rail cars,” \$2,000
23. Brett Miller 2007, Grad. Dec 2007, B.S. Ind.Eng, UCARE grant, “Using RFID as a Locator System Instead of GPS,,” \$1,500
24. Olabode Alabi 2005-2006, Grad. May 2007, B.S. Elec. Eng, UCARE Grant, “Applications of RFID Systems,” sponsoring undergraduate, \$2,400
25. Chet Henry Spr. 2006, Grad. May 2007, B.S. Comp. Eng, REU Grant, \$2,000
26. Thomas Ralston Fall 2006, Grad. May 2006, B.S. Elec. Eng, Work Study
27. Nick Lovelace 2005-2006, Grad. May 2006, B.S. Elec. .Eng, REU Grant, \$2,000
28. Matt Johnson 2005-2006, Grad. May 2006, B.S. Elec. Eng, REU Grant, \$2,000
29. Brandy Keithly 2005-2006, B.S. Ind. Eng., UCARE grant, “Using Industrial Engineering Tools to improve student attrition,” \$2,000
30. Adam Rogers 2005-2006, B.S. Ind. Eng., UCARE grant, “Using Industrial Engineering Tools to improve student attrition,” \$2,000
31. Adam J. Rogers 2004-2006, Grad. May 2006, B.S. Biology, REU Grant, \$2,000
32. Tai Burleson 2004-2005, B.S. Ind. Eng., UCARE grant, “Using Industrial Engineering Tools to improve student attrition,” \$2,000

5.7 Graduate Students Advisory Committee

Ph.D. Committee

1. Puneet Bhaskar, “Transient Seepage and Slope Stability Analysis in partially Saturated Earthen Dam”, Chair : Dr. Anand J. Puppala. Expected Graduation: 2020. Department of Civil Engineering, University of Texas Arlington, Arlington, TX.
2. Rinu Ann Samuel, “Synthesis of Metakaolin-based Geopolymer and its performance as sole stabilizer of expansive soils”, Chair : Dr. Anand J Puppala . Expected Graduation: December , 2019, PhD. Department of Civil Engineering, University of Texas Arlington, Arlington, TX.
3. Leila Mosadegh, “Seismic Response and Deformation Analyses Of Earthen Dams”, Chair : Dr. Anand J Puppala. Expected Graduation: December , 2019, PhD. Department of Civil Engineering, University of Texas Arlington, Arlington, TX.
4. Benny Benson “Simulation Model to Manage Wireless Sensor Networks”, Chair: Brian Huff. Expected Graduation: 2015, PhD. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX.
5. Jae Bong Choi “Third Party Centralized Integrated System for Pharmaceutical Supply Chain”,

- Chair: Jamie Rogers. Expected Graduation: 2014, Ph.D. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX.
6. Paul Wilson “Eutectic Diffusion Brazing Process for Joining Aluminum Laminae with Macro- and Micro- Scale Features,” Chair: John Priest. Expected Graduation 2014, Ph.D. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX.
 7. Panita Suebvisai “Microchannel Bonding Lean Accounting Cost Estimation Model,” Chair: John Priest. Graduated 2013, Ph.D. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX
 8. Andrea Graham “Using an AHP/ANP Hybrid Methodology for Freight Transport Networks Selection Towards Sustainable Transportation,” Chair: Jamie Rogers. Graduated 2012, Ph.D. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX.
 9. Sree Bhupathiraju “The Art of Microchannel Molding in Microscope Glass Slides,” Chair: John Priest. Graduated 2012, Ph.D. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX.
 10. Vasileios Drakonakis “Featherweight Carbon Fiber Reinforced Polymer (CFRP) Composites – Interlayer Enabling Systems Focusing on Lighter CFRP Structures with Higher Strength Utilizing Nanotechnology,” Chair: John Priest. Graduated 2012, Ph.D. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX.
 11. Charoensri Surachai “The Equivalence and Generalization of Optimization Criteria,” Chair: Bill Corley, Graduated, August, 2011, Ph.D. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX.
 12. Goh Saito, “Constraint Optimal Selection Techniques (COSTs) for Linear Programming Problems,” Chair: Bill Corley, Graduated, May 2011, Ph.D. Industrial and Manufacturing Systems Engineering, University of Texas Arlington, Arlington, TX.
 13. Meredith Tabitha Ross, “The Effectiveness of Team Training on Problem Based Learning in Engineering Management,” Chair: Stephanie Adams, Graduated May, 2008, Ph.D. Industrial and Management Systems Engineering, University of Nebraska-Lincoln, Lincoln, NE.

M.S. Committee

1. Jaikrit Kandari, MSIE, Information Quality on the World Wide Web: A User Perspective, Chair Ram Bishu, completed December, 2010.
2. Tony Williams, MSIE, Evaluation of Six Sigma, Chair Stephanie Adams, Completed : May, 2004.
3. Rajesh Uttamchandani, MSIE, Evaluation of Training Method for Operations of Complex Machines, Chair Ram Bishu, completed May 2005.
4. Shuvra Ghosh, MSIE, Analysis of IVA Tasks and Development of a Software Tool for Mission Planning, Chair Ram Bishu, completed May, 2005.

5.8 Graduate Ambassadors Employed

1. Apsara Ashok
Date Employed: June 2020 - Present
2. Rakshitha Kallagudde
Date Employed: January 2020 - Present
3. Bhavik Patel
Date Employed: December 2019 – March 2020
4. Dhaval Kumar Rajendrabhai Patel

- Dates employed : May 2019 – December 2019
5. Krishna Bhavana Sivaraju
Dates employed : July 2019 – December 2019
 6. Neha Deshpande
Date Employed: January 2019 – May 2019
 7. Bhavuk Lalwani
Date Employed: January 2019 – May 2019
 8. Sathishkumar Muthukumar
Date Employed: August 2018 – January 2019
 9. Pranesh Ram Devaraj
Date Employed: August 2018 – December 2018

5.9 Other, Student Teaching Evaluation Data

The following table provides information relating to courses taught and the students' numerical evaluation of professor effectiveness. Evaluations are based on a 4.0 and 5.0 scale. Departmental average is provided for comparison.

Course	Term	Student Enrollment	Departmental Average	Evaluation Average
Total Quality Management Using Six Sigma Techniques				
IMSE 996/901 (UNL)	Fall (03)	4	3.29	3.39
	Fall (04)	8	3.06	3.17
	Fall (05)	8	3.16	2.83
	Fall (07)	15	4.17	4.03*
	Fall (08)	6	4.18	4.53
	Fall (09)	NA	NA	NA
	Fall (10)	NA	NA	NA
IMSE 996A/901 I (UNL) (O)	Fall (05)	4	3.16	2.62
	Fall (06)	1	4.11	3.99*
	Fall (07)	9	4.17	3.45*
	Fall (08)	9	4.18	4.15
Logistics Optimization Modeling				
IMSE 498/998/881(UNL)	Fall (06)	8	4.02	3.82*
IMSE 498/998/881(UNL) (O)	Fall (08)	7	4.18	3.71*
INEN 3023.1 (ITESM QRO) Logistics Systems (Monterrey Tech Queretero) Co-Instructors: Beatriz Murrietta, Vettrivel Gnaneswaran	Summer (12)	23	NA	NA
Introduction to Industrial Eng. IMSE 050 (UNL)	Fall (06)	16	4.02	4.13*

	Fall (07)	13	4.17	3.82*
Production Planning IMSE 334	Spring(04)	3	3.28	3.05
Facilities Planning IMSE 434 (UNL)	Spring(04)	4	3.28	3.18
	Spring(07)	16	4.17	4.03*
	Spring(08)	11	4.20	3.75*
	Spring(09)	15	4.20	4.20
IMSE 4343(UTA) IMSE 6302(UTA)	Fall (14)			
Industrial Systems & Analysis IMSE 984 (UNL)	Spring(04)	8	3.28	3.17
Manufacturing Systems II IMSE 475/875 (UNL)	Spring(03)	6 / 3	3.29	3.29
	Spring(05)	7 / 3	4.14	4.47*
	Spring(06)	8	4.11	4.07*
RFID in Logistics IMSE 461/861 (UNL)(O)	Spring(09)	10	4.20	4.20*
	Spring(10)	5	NA	NA
IMSE 498/898 (UNL)	Spring(06)	11	4.11	4.11*
	Spring(07)	13	NA	3.13
	Spring(08)	10	4.20	4.83*
	Spring(10)	24	NA	NA
	Spring(10)	*32	*NA	*NA
IE 5300 (UTA)*	Spring (11)	22	NA	4.6
	Spring(14)	22	NA	*.*
IE 5391 (UTA) RFID Systems in Supply Chain (O)	Summer (13)	11	NA	5.0
Introduction to Eng. Management IMSE 305 (UNL)	Fall(10)	24	NA	NA
Production and Inventory Control IE 5329-001 (UTA)	Fall (11)	38	NA	3.6
	Fall (12)	17	NA	4.6
IE 5329-002 (UTA) (O)	Fall (11)	4	NA	5.0

	Fall (12)	2	NA	5.0
IE 4304-001(UTA) Enterprise Systems	Spring (12) Spring (14)	3 8	NA NA	5.0 NA
IE 5312-001 (UTA) Planning & Control of Enterprise Systems	Spring (12) Spring (13) Spring (14) Spring (15)	7 12 8	NA NA NA	4.4 4.3 NA
INEN 3021/IMSE 4391 (UTA/ITESM QRO) Advanced Industrial Engineering Topics (Monterrey Tech, Queretaro) Co-Instructors: Beatriz Murrietta, Vettrivel Ganeswaran	Summer (12)	5	NA	5.0
IE 3312 (UTA) Economics for Engineers	Spring (13)	72	NA	3.5
IE 5334 (UTA) Logistics and Distribution Systems	Spring (14) Spring (15)	35	NA	NA

Evaluations are based on a 5.0 scale are shown with *, (O) = Online

Erick C. Jones, Ph.D., P.E., CSSMBB, Fellow IISE

1303 Columbine Ct. | Arlington, Texas 76013 | Email : ecjones2@gmail.com | Phone : (817) 296-6884
<https://orcid.org/0000-0002-0931-1935> | https://en.wikipedia.org/wiki/Erick_Jones

May 5, 2021

Dear Search Committee:

Please accept my official letter of interest in the position of *President of Florida State University*. The position of President at Florida State University is one of the most compelling higher education leadership opportunities in the nation. An exemplary R1 institution possessing 16 separate colleges and more than 110 centers, Florida State University's *U.S. News & World Report* rankings have risen faster than any other Top 50 public university during the four years, clinching the #18 spot in 2019. As one of the nation's top research institutions with a four-year graduation rate that is among the highest in the country and having won 88 ACC team championships in 14 different sports, FSU is a leading powerhouse both academically and athletically. Florida State University (FSU) has the #1 graduation rate in the State of Florida. With nearly 400,000 alumni, FSU is a well regarded institution that provides an excellent return on investment to its graduates.

Outstanding managerial skills, financial acumen, and the ability to raise funds and develop additional revenue streams are all important characteristics. Beginning my career in industry and having worked as an **Executive Manager** at a **Big 5 Accounting Firm**, I currently work with **100 board members**, all from **Fortune 500 Corporations**, as **President of ISCEA IISB** certification board. I worked with the Nebraska **Department of Economic Development** to bring the **Nebraska Model** while partnering with **congressmen and women**. In Texas, as a Homeland Security Center Director, I worked with a **U.S. Senator** to get things done. I also **worked with two Presidential Administrations**, Obama and Trump, and easily partnered with congressional personnel and representatives across both political spectrums of the aisle, while at the National Science Foundation.

As a tenured faculty member in two institutions, I believe in faculty governance and working with leaders across campus and faculty senate as a key to ensuring success. I have been a strong proponent of *organizations that are committed to diversity, equity, inclusion sustainability, civic engagement, and social justice*. As an **Endowed Engineering Professor**, current **Administrator** and **William J. Fulbright Scholar for the United States**, I have authored over 200 publications, secured and managed 70 awards that total over \$10M, chaired fourteen (18) Ph.D. and twenty-three (32) M.S. committees and served on numerous others, and supervised over 50 undergraduate researchers. My research has led to partnerships across multiple disciplines, including medicine. I have **collaborated extensively with medical schools** such as the University of Nebraska Medical Center (UNMC) and University of Texas Southwestern (UTSW) to conduct research on RFID technologies and their applications to medical procedures and radio frequency impacts on human health. Additionally, through my I/UCRC, I initiated a project with the Houston **Department of Health and Human Services (HDHHS)** related to medication dosage for infectious disease patients, and worked with them to optimize just-in-time drug delivery to Houston area health centers. I have continued collaborations with the Houston Health Department through our joint funded NSF/NIH COVID-19 initiative to ensure access across the public health spectrum and in multiple communities to needed healthcare and medicinals. As requested, I am submitting a cover letter with a brief summary of my curriculum vitae for your consideration.

My personal vision for academe is deeply rooted in being the son of High School English teacher who was a product of a small, rural liberal arts college the mother of an intellectually disabled son, my brother. Her commitment to raising children, was ensure that we were educated in the spirit of a liberal arts education to understand what "every person should know." This drives my belief that education

should be accessible to everyone. I believe that fundraising and other public private investments made to educational enterprises should attract, support and retain “motivated and inspired” faculty and students, produce high impact publication and scholarship, and consistently attract and steward significant public and private funding. My vision embraces the principles of stewardship, leadership, mentorship, and teamwork.

My philosophy of academic leadership I based on my previous industry executive management experiences that includes continuous process improvement change agent consulting, corporate business process reengineering experiences, and merger and acquisition projects . I believe that leaders actively listen, form partnerships and collaborate and through administration facilitate faculty and student efforts in research, teaching and service activities that best ensure student success at all levels. As a proponent of *shared governance*, my belief on academic leadership are to:

- Seek and understand each faculty member’s goals, passions and strength in teaching, research, and service; and provide an environment that best allows them to contribute;
- Create a shared vision from all stakeholders from students, faculty, unit administrators, alumni, community, industry, and local, state and federal government buy into the vision – true shared governance, and
- Promote institutional and faculty activities through seeking national and local attention which highlights fundraising opportunities for foundational and industrial scholarships, fellowships, and endowments, and nominations for faculty recognition and fellowships.

I have acquired several skills sets that align with this exciting opportunity, which I believe makes me an excellent fit for your team. They include:

- 1) Administrative Leadership. Managed and lead teams as an Executive in industry, Center Director and now at the Dean level in Academia. Recruiting faculty, staff and student including enrollment and yield management activities. Also, as an ABET and governmental academic auditor I have knowledge of creating master’s and other professional programs that facilitates revenue for growing academic institutions without jeopardizing academic integrity.
- 2) Financial Acumen. Managed large budgets and acquisition teams in industry, government, and academia. As Executive at a Big 5 Accounting firm worked with high ranking individuals in corporations and later with federal agencies to support purposeful fund-raising, partnerships, and shared resources in tough and tight economic conditions.
- 3) Fundraising. Worked on several fundraising boards, I was the first President of the Black Former Student Network for Texas A&M University. Worked with provost and presidential executive teams to support fund raising and endowment activities, P/T challenges with Academic Affairs, undergraduate and graduate recruitment (activities not explicitly listed on my CV).
- 4) Strategic Collaborator/Community Builder. Worked as a University Center Director and Deputy Director reporting to the provost to meet with local congressmen and visits to Washington, DC to meet with system level lobbyists to facilitate funding to the state, our system, and our institution. U.S. Congressional visit as Dean for Texas 6th District, Ron Wright/Joe Barton. Worked with Nebraska Dept. of Economic Development under Governor Ben Nelson.
- 5) National Academic Presence. Developed a strong *national presence* after running the oldest and largest program budgets at the National Science Foundation. Which included activities that provided direct contact and responses to Congress, Media, and the Press. Also recognized as a national fellow in several national academic organizations.

A notable achievement NOT listed on my CV was my transition from one a Tier 1 University to an R2 University that would become a Tier 1 institution. In 2010, I was recruited from University of Nebraska-Lincoln (UNL) to University of Texas Arlington (UTA) on a special University of Texas (UT) System program, called the STAR program which recruited noted faculty from across the country to help UT system schools *move into Tier 1 status*. This Tier 1 status was attained by UTA and I am proud have been part of the team that contributed to this goal. *I believe these experiences along with being a student product of 1860 Land Grant and tenured at an AAU Space and Land-Grant institution will allow me positively impact Florida State University's mission, vision, recruitment and funding efforts.*

I would appreciate the opportunity to meet with **Chancellor Marshall Criser III** and discuss his vision for the State University System of Florida and how he envisions Florida State University fit within this plan. This will allow us to evaluate Florida State University's existing strategic plan to build the new guiding principles and aspirational targets for success in the next decade to come. As a strategic, visionary, and student-centered leader capable of addressing the challenges and opportunities facing major public universities this decade and beyond, I have the energy, spirit and a history of using emotional intelligence to solve next generation problems for the Florida State University of the Future.

Given my breadth and depth of experience, I believe I am prepared to serve as *President of Florida State University*. I have built a wide network of partners, which combined with the outstanding faculty and reputation of Florida State University, will help bolster the university's capabilities with respect to external partnerships and funding and perceptions among peer and near-peer institutions. Moreover, as a President during the COVID-19 pandemic, *I will seek to further stabilize the institutions through increased enrollment, fundraising, and budgetary constraint and consistency.* Thank you for considering me for this exciting and important position. Please contact me if you need any additional information.

Sincerely,



Erick C. Jones, Ph.D., P.E.

Erick C. Jones, Ph.D., P.E., CSSMBB

1303 Columbine Ct. | Arlington, Texas 76013 | Email : ecjones2@gmail.com | Phone : (817) 296-6884
<https://orcid.org/0000-0002-0931-1935> | https://en.wikipedia.org/wiki/Erick_Jones

May 5, 2021

Dear Florida State University Presidential Search Committee:

Please consider this summary of career highlights along with my cover letter and curriculum vitae for your consideration for the position of *President of Florida State University (FSU)*. The position of President at Florida State University is one of the most compelling higher education leadership opportunities in the nation. An exemplary R1 institution possessing 16 separate colleges and more than 110 centers, Florida State University's *U.S. News & World Report* rankings have risen faster than any other Top 50 public university during the four years, clinching the #18 spot in 2019. As one of the nation's top research institutions with a four-year graduation rate that is among the highest in the country and having won 88 ACC team championships in 14 different sports, FSU is a leading powerhouse both academically and athletically. Florida State University (FSU) has the #1 graduation rate in the State of Florida. With nearly 400,000 alumni, FSU is a well regarded institution that provides an excellent return on investment to its graduates.

Outstanding managerial skills, financial acumen, and the ability to raise funds and develop additional revenue streams are all important characteristics for the next President. Beginning my career in industry and having worked as an **Executive Manager** at a **Big 5 Accounting Firm**, I currently work with **100 board members**, all from **Fortune 500 Corporations**, as **President of ISCEA IISB** certification board. I worked with the Nebraska **Department of Economic Development** to bring the **Nebraska Model** while partnering with **congressmen and women**. In **Texas**, as a Homeland Security Center Director, I worked with a **U.S. Senator** to get things done. I also **worked with two Presidential Administrations**, Obama and Trump, and easily partnered with congressional personnel and representatives across both political spectrums of the aisle, while at the National Science Foundation.

As a tenured faculty member in two institutions, I believe in faculty governance and working with leaders across campus and faculty senate as a key to ensuring success. I have been a strong proponent of *organizations that are committed to diversity, equity, inclusion sustainability, civic engagement, and social justice*. As an **Endowed Engineering Professor**, current **Administrator** and **William J. Fulbright Scholar for the United States**, I have authored over 200 publications, secured and managed 70 awards that total over \$10M, chaired fourteen (18) Ph.D. and twenty-three (32) M.S. committees and served on numerous others, and supervised over 50 undergraduate researchers. My research has led to partnerships across multiple disciplines. As requested, I am submitting a cover letter with a brief summary of my curriculum vitae for your consideration.

Moreover, as President during the COVID-19 pandemic, I will seek to further stabilize the institution through increased enrollment, fundraising, and budgetary constraint and consistency. Other key activities such as assessment and accreditation, building and facility improvement and faculty development and supervision will be critical to success. The FSU President will have to bring the energy, spirit and a history of using emotional intelligence to further embrace the "Living laboratory of human relations," and solve next generation problems for Florida State University. Given this, **I believe that my well-rounded background in the financial industry, government, and academia has prepared me with a set of strong, unique qualifications for this very prestigious career opportunity.** Also, as a candidate from an underrepresented minority group, I have been a strong proponent of *organizations that are committed to diversity, equity, inclusion sustainability, civic engagement, and social justice*.

ADMINISTRATIVE LEADERSHIP

Federal Agency Experience. I recently served as a Program Director in the Engineering Directorate (ENG) at the National Science Foundation (NSF) in the Engineering and Education Centers Division (EEC) and provided leadership to one of the nation's flagship programs, the Engineering Research Centers (ERC). With an annual budget of over **\$180M**, ERCs has one of the largest budgets within NSF. Having been a part of the pipeline for funding of some of the top engineering and research operations in the country has allowed me to regularly interact with deans of engineering, vice-presidents of research, and presidents at institutions which hold top USNWR rankings. Previously, I worked in NSF's Education and Human Resources Directorate (EHR) in the Division of Graduate Education with leadership for another NSF flagship program, the Graduate Research Fellowship Program (GRFP). With an annual budget of over **\$350M**, the GRFP, also had one of the largest budgets within NSF. This highly competitive program, which seeks to fund the best and brightest graduate students in the U.S. – not just in engineering but across all STEM disciplines – allows me to interact regularly with deans of engineering, science and graduate studies as well as provosts and presidents of public and private institutions, most of which hold top USNWR rankings. Through these interactions, I have been able to gain an understanding of different types of **peer and near-peer universities** goals, challenges, and development activities involving their endowments. I have also developed an extensive network within the agency; managing GRFP required close and continuous collaboration with the other seven research directorates at NSF.

Moreover, I lead the Graduate Research Internship Program (GRIP), which required **proactive partnering with external entities**. GRIP is a **collaboration among numerous federal agencies** including the Environmental Protection Agency (EPA), U.S. Geological Survey (USGS), National Oceanic and Atmospheric Administration (NOAA), U.S. Department of Agriculture (USDA), Office of Naval Research (ONR), Department of Homeland Security (DHS), Federal Bureau of Investigation (FBI), and the Smithsonian. This complex program includes agreements that support the agencies' goals at the highest levels for **all STEM fields** in the nation. On behalf of NSF, I have provided leadership in developing and securing the commitments that are the cornerstone of this collaboration. This includes **raising both actual and in-kind funds** among the directorates at NSF and the partnering agencies to support the program.

My work at NSF gave me unique opportunities to be involved in the ground-floor development and propagation of cutting-edge initiatives and research advances. One initiative based on the NSF's Big Ideas is INCLUDES. The INCLUDES program seeks to invest in research that supports universities creating a **diverse and inclusive workforce across the nation**. As a participating program officer during the inaugural years of the program, I was able to support funding of *new modern ideas on inclusion and diversity* that included backbone organizations, community connections, and leveraged networks that could have a large impact on inclusion and diversity—not just lip service. I am proud of these efforts and believe that my leadership in these activities have made an impact. Another important initiative is **convergence** or activities that support the integration of interdisciplinary activities and perspectives across all STEM fields. This includes research areas such as data-enabled science, citizen science, and the food-water-energy nexus. Specifically, one initiative that I worked on was pursuing funding collaborations among NSF, NOAA, and USGS that merged expertise from **natural sciences, engineering, social/behavioral sciences, and public policy** to examine and solve problems related to disaster response (e.g., evacuations due to extreme weather events). Most recently as NSF ERC Program Director, I was involved in addressing and integrating the *National Academies (NA) recommendations* towards moving ERCs to Convergent-ERCs that seek to address multi-disciplinary research that solves *Large Scale Complex Societal Problems*.

Philanthropic and Fundraising Experience. I have participated on nonprofit boards and activities throughout my life because my older brother was intellectually disadvantaged. I have participated with Special Olympics, Boys and Girls Clubs and the Vita Living Foundation in a lifelong journey of activity with the intellectually disabled. Unfortunately, my brother passed and these charitable activities have transitioned into activities within academia that support students, recognize distinguished faculty, and support research

breakthroughs. I recently attended philanthropy training to sharpen the saw and understanding of modern fundraising techniques for millennials. I have worked with development offices at universities to identify successful alumni, work out agreements, and support events for important donors. *Currently as the George and Elizabeth Pickett endowed professor, I am the chair of the endowment and fundraising team.* As a board member for Houston-based Vita Living, Inc., an organization that supports individuals with intellectual and developmental disabilities, I helped raise funds and worked with legislative activities in conjunction with the Vita Living Foundation to support its operations. This invaluable experience provided me with knowledge of some of the **fundraising communities** that will be valuable at most institutions.

College Administrator. The UT Arlington College of Engineering has approximately 7,500 students of which 3,500 are graduate students. The University has approximately 53,000 students of which approximately 33% are graduate students. As the Associate Dean of Graduate Affairs in the College of Engineering, I am responsible for managing the research space for the college (approximately 199,000 sq. ft.), the graduate teaching assistantships (161 per year), and graduate program faculty and staff (14 faculty, 5 staff, and 3 ambassadors). Moreover, college activities such as promotion and tenure, college and university accreditation, and recruitment committees are crucial part of my responsibilities. Recently, I have taken the lead for graduate student success and international recruitment, university-wide faculty distinction committee in partnership with advancement (fundraising), and diversity and inclusion initiatives. My experiences on university SACS and HLC accreditation teams, as an undergraduate program evaluator for ABET for nearly a decade, and my federal experiences evaluating multimillion dollar center based programs provides me insights on how to lead complex academic initiatives.

As an Endowed Engineering Professor, William J. Fulbright Scholar for the United States to Mexico, and Alfred P. Sloan Minority Ph.D. Center Director, I have authored over 185 publications, secured and managed 71 awards that total over \$10M, chaired nineteen (19) Ph.D. and thirty-four (34) M.S. committees and served on numerous others, My research has led to partnerships across multiple disciplines, including medicine. I have collaborated extensively with medical schools such as the University of Nebraska Medical Center (UNMC) and University of Texas Southwestern (UTSW) to conduct research on RFID technologies and their applications to medical procedures and radio frequency impacts on human health. Additionally, through my I/UCRC, I initiated a project with the Houston Department of Health and Human Services (HDHHS) related to medication dosage for infectious disease patients, and worked with them to optimize just-in-time drug delivery to Houston area health centers. I have continued collaborations with the Houston Health Department, located in the Houston health corridor, through our joint funded National Institutes of Health (NIH) and National Science Foundation (NSF) COVID-19 initiative to ensure access across the public health spectrum and in multiple communities to needed vaccinations. The intricacies of interdisciplinary projects with practicing epidemiologists and sociologists, faculty members from fields such as bioengineering and toxicology, and clinical and research surgeons provided great potential and exciting challenges. Moreover, my experiences on University SACS and HLC accreditation teams, as an undergraduate program evaluator for ABET for nearly a decade, and my federal experiences evaluating multimillion dollar center based programs provides me insights on how to lead complex academic initiatives.

Cultural Activities. As a **William J. Fulbright Scholar for the United States to Mexico and Alfred P. Sloan fellow**, I have participated in activities that support the arts throughout my life, mainly because my mother was an English teacher with a great fondness for Shakespeare. She encouraged artistic pursuits for our family by encouraging me to play in the band in middle school, participate in theater and arts in high school, and supporting her granddaughters to participate in choir and orchestra in middle school. My youngest daughter still plays the viola in high school and we often attend plays in the Houston and Dallas art districts. While in federal service, I funded STEAM efforts, including efforts related to MAKER movement in partnerships with the Smithsonian museums.

Research Center Director. I have led three university-level centers housed at research universities in Texas and Nebraska. Most recently, I served as a founding PI and Deputy Director of Security Advances Via Applied Nano Technology (SAVANT), a center founded to foster research collaborations across STEM and non-STEM disciplines to address multi-faceted challenges presented by threats to homeland security. One of the main goals of the center is to support interdisciplinary activities across the Colleges of Science, Engineering, and Liberal Arts, thus requiring us to negotiate indirect cost agreements and research credit for promotion and tenure activities with the deans of different academic units and some program chairs. I also provided leadership in garnering external support for the center from federal agencies such as the Department of Energy (DoE), and USDA; industry leaders such as the Vice President of Operations at Dallas-Fort Worth International Airport (DFW) and BNSF Railway; and national political leaders such as Congressman Joe Barton and his staffers. During the first year, we integrated over twenty-two (22) faculty members and associated facilities across multiple colleges at the university in research activities furthering SAVANT's homeland security-focused mission.

In Nebraska, I led an NSF Industry/University Collaborative Research Center (NSF I/UCRC) site, Center for Engineering Logistics and Distribution (CELDi), that fostered public/private collaborations among academia, state and federal agencies, and industry partners. Through those relationships, we facilitated technology transfer of patents and copyrights towards commercialization. CELDi included under its umbrella research labs focused on Internet of Things (IoT) technologies (formerly radio frequency identification, RFID) and transportation logistics. I also led the Alfred P. Sloan Minority Ph.D. Center site, which supported activities to recruit, retain, and graduate U.S. Ph.D. students from diverse and underrepresented populations. Under my tenure, the center produced nine (9) Ph.D. graduates, four (4) of whom are tenure or tenure-track faculty members; one NASA Program Director for International Space Station Mission Control.

Industry Experience and Professional Organization. Prior to academia, I had a successful career in industry. I began my career as an engineer and held positions as an engineering manager, engineering director, engineering consulting project manager, culminating as an Executive Manager at a **Big 5 Accounting Firm**. During that time, I managed and led teams that ranged in size from 3 to 300 people, managed industry budgets of over \$10M, and reported directly to C-level executives. I am a registered Professional Engineer (P.E.) in the State of Texas. While in industry, I served as an expert in Supply Chain realignments for merger and acquisition projects. This expertise has been useful in academia with transitioning events in education. I have held leadership positions in national and international organizations including the American Society for Engineering Education (ASEE), Institute of Industrial Engineers (IIE), and service as a Program Evaluator (PEV) for the Engineering Accreditation Commission (EAC) of **ABET**. I have received numerous awards, honors, and other recognitions for my contributions to higher education.

Given my breadth and depth of experience, I believe I am uniquely qualified and well prepared to serve as *President of Florida State University*. I have built a wide network of partners, which combined with outstanding faculty and reputation, will help bolster the university's capabilities with respect to external partnerships and funding and perceptions among peer and near-peer institutions. I am particularly interested in leveraging faculty expertise to forge new, stimulating, and impactful collaborations that support building resources for students at all levels to be successful in workforce and in society. Thank you for considering me for this exciting and important position. Please contact me if you need any additional information.

Sincerely,



Erick C. Jones, Ph.D., P.E.

17th Lt. Governor of Florida
Jeff Kottkamp

3311 Dartmoor Drive
Tallahassee, FL 32312
(239) 297-9741
JeffKottkamp@Gmail.com

May 7, 2021

Mr. Will Gates
Partner
SP&A
6512 Painter Avenue
Whittier, CA. 90601

Dear Mr. Gates:

Please accept this letter and the attached CV as my application for the position of President of Florida State University.

There are four qualities that I believe are critically important for this position. First, a successful President should have deep roots with Florida State and truly love the university. Second, a successful President at FSU must have an intimate understanding of the current legislative and political process in Florida. Third, the FSU President should have a statewide network of contacts to expand the school's fundraising efforts. Finally, the next President should have a vision for the future of Florida State.

My personal story will go a long way in explaining why I am applying. I am the oldest of five children in my family and the first to attend college. My parents always encouraged me to make good grades and to attend college after high school. However, I really had no idea where I would attend college.

As a junior in high school, I was selected by the faculty at my school to attend Boys State. As you may know, Boys State is a comprehensive one-week leadership program in state and local government sponsored by the American Legion. The program was held at Florida State University.

I traveled by bus with other Boys State delegates from the Fort Myers area to Tallahassee. When I stepped off the bus and saw Florida State for the first time it was love at first sight. I knew immediately where I wanted to go to college. The week I

spent at Boys State only intensified my commitment to attend FSU after graduating from North Fort Myers High School.

It was not just the sheer beauty of the campus that drew me to Florida State. Every person I met from FSU that week was incredibly kind. There was an atmosphere that was welcoming---it felt like home. It is an atmosphere that still exists at FSU today.

During my senior year of high school, I applied to attend Florida State and was accepted. However, I simply did not have the ability to pay to attend a university away from home. I made the difficult decision to work full-time and attend Edison Community College (n/k/a Florida SouthWestern State College) full-time as well. I obtained my Associate of Arts degree in two years and enrolled at Florida State a few months later.

It was a thrill to attend FSU. I loved every single minute of it. While at Florida State I applied to be a Student Orientation Leader. After weeks of training, I was selected from a large pool of applicants. Being an Orientation Leader gave me the opportunity to show off FSU to incoming students. I could not contain my enthusiasm for the school. I also held meetings with the parents of incoming students and assured them that their children would be safe and well educated while attending FSU.

After earning my Bachelor of Science degree from Florida State, I went on to attend law school at the University of Florida. After law school I moved to Miami where I practiced law and had the privilege of serving as a law clerk to two United States District Court Judges. After a couple of years in Miami I returned back to Fort Myers to join the oldest and most prestigious law firm in Southwest Florida, ultimately becoming a partner.

Towards the end of 1999 I decided to run for the Florida House of Representatives and was elected in 2000. What a thrill it was to return to Florida's Capital City to represent Southwest Florida. Some days when I was walking to the Capitol, I would stop at the intersection of College Avenue and Adams Street and just spend a few seconds gazing westward towards the Wescott Building and the FSU gate. To this day, I still love driving by the fountain in front of Westcott, walking on Landis Green, or watching the Marching Chiefs come on to the field of Doak Campbell Stadium before football games.

While in the Legislature, I served as the Co-Chair of the FSU Caucus. Working alongside Senator Jim King, we were able to secure significant funding for a number of important projects for Florida State. One year, on FSU Day, former Speaker of the House Allen Bense permitted us to bring the FSU Marching Chiefs on to the floor of the House. It was quite a scene.

I served in numerous leadership positions in the House of Representatives including serving as Chairman of the Judicial Appropriations Committee with direct oversight over

the state court system's \$1 billion budget. This experience helped me understand how the budget process in state government works. It is a very complicated process. As I am sure you understand---it is critically important that the next President of Florida State University have a firm grasp of the state budget process. I believe one of the reasons T.K Wetherell, Sandy D'Alemberte and current President John Thrasher were all successful as Presidents of the university was their understanding of the legislative budget process.

In 2006 I had the privilege of being elected the 17th Lieutenant Governor of Florida. During the course of running for office statewide I had the opportunity to meet many amazing people from all across the state. Along the way, I also developed a network of friends that helped me raise millions of dollars over the years. Those relationships, and the ability to expand the base of financial support for Florida State University, are skills that will certainly be beneficial if I have the privilege to serve as President of FSU.

Serving as Lt. Governor provided me the opportunity to sharpen my skills as a leader. I had many significant responsibilities as Lt. Governor including direct oversight over the Governor's Office of Drug Control, the Governor's Office of Film & Entertainment, the Department of Highway Safety and Motor Vehicles, and the Governor's Office of Adoption and Child Protection. In addition, I served as Chairman of Florida's Children and Youth Cabinet for four years, Chairman of the Space Florida Board of Directors, and Chairman of the Florida Sports Foundation.

I spent a good deal of time as Lt. Governor bringing new businesses to Florida. While serving as Chairman of the Board of Space Florida we set our sights on becoming a leader in commercial space. We successfully convinced Air Force Space Command to allow us to convert a number of launch complexes at Kennedy Space Center for commercial space use then aggressively recruited space industry businesses to come to Florida. As a result of those efforts, we brought Space X to the Sunshine State. I would love to see FSU develop into a strategic partner in the commercial space sector.

In the Executive Office of the Governor we were responsible for managing over 200,000 state employees and a state budget of almost \$80 billion. When you are responsible for so many employees, and so much money, you learn how to surround yourself with excellence, how to delegate authority, and how to make very difficult decisions. These are all skill sets that the next President of FSU must possess. As I'm sure President Thrasher would tell you---the success of FSU is a team effort.

Today I operate my own law firm. In addition to handling legal matters, I provide governmental and political affairs consulting to a number of clients. I am proud of the fact that my firm has been named to the "Seminole 100" for the last two years as one of the fastest growing companies in the country owned or operated by a graduate of Florida State University.

As you may know, over the last decade Florida State University has done a remarkable job moving up in the national rankings. The 2017-2022 Strategic Plan for FSU set out some very important priorities. As we look to the future, we must develop a new strategic plan that builds on the successes of the past and positions Florida State for even greater achievements moving forward.

The economy of Florida is currently going through a transformation. In the past our economy was driven by tourism and agriculture. However, in the 21st century we find our economy rapidly expanding into biotech and life sciences, aerospace, as well as alternative and renewable energy. FSU must continue to be at the forefront of this economic transformation in Florida.

In addition, Florida State should serve as the driving force for economic development in Tallahassee, the Big Bend area of Florida, as well as the Southeastern United States. We literally have it all in Tallahassee---an incredible quality of life, an excellent education system, and most importantly a highly educated workforce. FSU can lead the way in a transformation of the local economy that will not only bring high wage/high tech jobs to the area---it will dramatically increase the standard of living for everyone. In addition, by partnering with the business community we will expand opportunities for Florida State in research and development.

As we think about the future of Florida State, we must never lose sight of the students and Florida State's incredible faculty. Having recently served as an Adjunct Professor at FSU's College of Law, I can tell you that today's students are more impressive than ever. Excellence in the classroom and preparing FSU's 40,000+ students for success in life must always remain at the core of everything we do at Florida State.

Thank you for the opportunity to apply. Go Noles!

Sincerely,

Jeff Kottkamp

Jeffrey D. Kottkamp

3311 Dartmoor Drive
Tallahassee, FL 32312

E-Mail: JeffKottkamp@gmail.com

Phone: (239) 297-9741

Professional Career-AV Preeminent Rated

Jeff Kottkamp, P.A., Tallahassee, FL (2014-present)

- Legislative and Governmental Affairs; Constitutional Law

Florida State University College of Law, Tallahassee, FL (2019)

- Adjunct Professor (Ethics and Professional Responsibility)

Tallahassee Community College, Tallahassee, FL (2016)

- Adjunct Professor (Constitutional Law)

Messer, Caparello, Tallahassee, FL (2011-2014)

- Administrative Law, Legislative and Governmental Affairs

Henderson, Franklin, Starnes & Holt, Ft. Myers, FL (1991-2005)

- Shareholder with emphasis on Trial and Appellate Practice

Southwest Florida College, Ft. Myers, FL (1995)

- Adjunct Professor (Criminal Procedure)

U.S. District Court Judge Sidney Aronovitz, Miami, FL (1990-1991)

- Law Clerk

U.S. District Court Judge Joe Eaton, Miami, FL (1989-1990)

- Law Clerk

Kimbrell & Hamann, P.A. Miami, FL. (1988-1989)

- Associate in 60+ attorney firm with emphasis on commercial and products liability litigation.

Professional Organizations

Florida Association of Professional Lobbyist

- Chair (2019-20)
- Board of Directors (2015-present)
- Designated “Professional Lobbyist”

Florida Bar

- Florida Bar Journal Editorial Board (Chairman 2000)

Florida Bar Foundation (Fellow)

Federalist Society (Member)

Florida Council of Bar Association Presidents

- President-elect 2000

Lee County Bar Association (1991-2006)

- President (1998)

20th Judicial Circuit Committee on Professionalism (1998-2000)

Southwest Florida Federal Bar Association (1992-2000)

- Vice-President (1998)

Calusa Inns of Court (1999-2000)

Dade County Bar Association

- Young Lawyers Section Board of Directors (1990-1991)
- Editor *Dade Bar Bulletin* (1988-1990)

Public Service

Lieutenant Governor-State of Florida (Jan. 2007-Jan. 2011)

- Elected Florida's 17th Lieutenant Governor in November 2006
- Oversight of Governor's Office of Drug Control
- Chairman of Florida Children and Youth Cabinet
- Chairman of the Board of Directors for Space Florida
- Chairman of the Board of Directors for Florida Sports Foundation
- Chairman of the Governor's Home Ownership Promotes the Economy (HOPE) Task Force
- Chairman of Florida Title Insurance Advisory Council
- Oversight of the Department of Highway Safety and Motor Vehicles
- Oversight of Governor's Office of Film and Entertainment
- Oversight of Governor's Office of Adoption and Child Protection
- Elected to National Lt. Governors' Association Board of Directors
- Chairman of State Advisory Council on Early Education and Care
- Acting Governor of the State of Florida (June 18, 2008)

Florida House of Representatives (2000-2006)

- Elected to District 74 seat (representing parts of Lee, Charlotte and Sarasota Counties) in November 2000 (re-elected 2002 and 2004)
- Chairman of Judiciary Committee (2002-2004)
- Chairman of Governmental Operations Committee (2005)
- Chairman of Judiciary Appropriations Committee (2006)
- Vice-Chairman of Rules and Calendar Council (2004-2006)
- Vice-Chairman of State Administration Committee (2004)
- Vice-Chairman of Select Committee on Constitutional Amendments
- Deputy Majority Whip (2002-2004)
- Vice-Chairman of Judiciary Committee (2000-2002)

- Chairman Lee County Legislative Delegation (2004-2006)
- National Council of State Legislators-Law & Criminal Justice Committee (2004-2005)
- American Legislative Exchange Council Task Force on Civil Justice (2001-2002)
- Florida State University Legislative Caucus (Co-Chair 2002-2006)

Community Memberships

Florida State University Alumni Association (Life Member)

Florida Historical Capitol Foundation (Board of Directors)

American Heart Association (Heart Ball Co-Chair 2018)

Florida Supreme Court Historical Society (Trustee)

Boy Scouts of America-Suwannee River Area Council

(Executive Board 2015-2019)

Florida Tax Watch (Center for Smart Justice Advisory Board)

Capital Tiger Bay Club (Member)

Children's Campaign

- Board of Directors (2013-2016)

Lee County Horizon Council (2011-2012)

- Executive Council
- Chairman-Prospect Development Task Force

Upward Youth Sports (Basketball Coach)

i9 Youth Sport (Certified Coach)

St. Peters Anglican Church (Vestry/Lay Eucharistic Minister)

Florida Sheriffs Association (Honorary Member)

United Negro College Fund (Florida Campaign Chairman) (2008)

Cape Coral Chamber of Commerce (2000-2007)

Christian Chamber of Commerce (1998-2004)

- Board of Directors (2002)

Edison State College Legal Assistant Advisory Committee (1998-2002)

Lee County United Way (1995-1999)

Lee County Human Services Funding Committee (1993-1995)

Education

University of Florida College of Law (Juris Doctor Degree 1987)

- John Marshall Bar Association
- Trial Practice Program

Florida State University (Bachelor of Science Degree 1984)

- Phi Alpha Theta National Honor Society
- Student Government Editor
- Student Government Director of Information Services
- Student Government Presidential Cabinet
- Student Orientation Leader

Florida SouthWestern State College (Associate of Arts Degree 1982)

- Student Government Editor
- Delta Sigma Pi Business Fraternity

Honors and Awards

Florida State University “Seminole 100” (2020, 2021)

Florida Legal Education Fund “Judiciary Advocate” (2014)

Florida DeMolay Hall of Fame (2010)

Gulfshore Magazine “Top 50 Power Players of SW Florida” (2010)

Dunbar Festival Committee “Dr. Martin Luther King Champion of the Movement Award” (2009)

Boy Scouts of America “Distinguished Citizen of the Year (2008)

Florida State University “Circle of Gold” (2007)

University of Florida Blue Key (2007)

Fla. State Assoc. of Supervisors of Elections “Leadership Award” (2006)

Florida Catholic Conference “Defensor Vitae” Award (2006)

20th Judicial Circuit “Outstanding Service Award” (2006)

Christian Coalition of Florida “Faith and Family Award” (2004)

Trial Court Budget Comm. “Exceptional Service to Courts” (2004)

Florida Prosecuting Attorneys “House Leadership Award” (2004)

Florida Bar “President’s Award” (2004)

Academy of Fla. Trial Lawyers “Legislative Leadership Award” (2004)

Florida Dispute Resolution Center “Legislative Award” (2004)

Associated Industries of Florida “Champion on Business” (2004)

Florida Alarm Association “Legislator of the Year” (2004)

Florida Chamber of Commerce “A” Honor Roll (2002-2005)

Florida Building Materials Association “Legislator of the Year” (2003)

Florida Homebuilders Association “Legislator of the Year” (2003)

Real Property, Probate & Trust Section “Legislator of the Year” (2003)

The Trust for Public Land “Legislative Leadership” Award (2002)

Florida Chamber of Commerce “Top 20 Quick Starter” Award (2001)

Professional Opticians of Florida “Legislator of the Year” (2001)

Smoot Memorial Award “Outstanding Service to Florida Bar” (1998)

Richard Smith Larson

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SUMMARY OF QUALIFICATIONS

- Accomplished academic administrator, educator, clinician, and scientific researcher, with career success leading academic, research and clinical program development, expansion, and promotion
 - Outstanding capacity to forge new opportunities and foster government, commercial, and academic collaborations
 - Adept in university planning, development, and management
 - Success record at faculty retention and recruitment while incorporating principles of inclusion and diversity
 - Deep expertise in obtaining, allocating, and managing multimillion-dollar funding sources
 - Nationally recognized as a thought- and opinion-leader, routinely serving in consulting and advising roles for organizations at the national, state, and local levels
 - Versatile leader, with hands-on experience in business planning and development for academic institution, non-profit organizations, and foundations
 - Extensive experience in ambassadorial roles
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EDUCATION, TRAINING AND CERTIFICATIONS

EDUCATION

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|------|---|
| 1990 | MD – Harvard Medical School |
| 1990 | PhD Immunology – Harvard University |
| 1984 | AB Chemistry with honors, summa cum laude
University of North Carolina – Chapel Hill
Morehead Scholarship |

POST-GRADUATE AND SPECIALIZED TRAINING

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| 2019 | Harvard University Advanced Leadership Program (part-time sabbatical) |
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- 2004 (October) Harvard School of Public Health. "Management Training for Academic Physicians in Leadership Positions."
- 1994 – 1996 Fellow in Hematopathology
Vanderbilt University Medical Center
- 1993 – 1994 Resident in Clinical Pathology
Vanderbilt University Medical Center
- 1990 – 1993 Resident in Anatomic Pathology
Washington University/Barnes Hospital

HONORARY TITLES AND DEGREES

- 2020 Honorary Commander, Kirtland Air Force Base

BOARD CERTIFICATION

- 2014 American Board of Pathology, re-certification in Anatomic and Clinical Pathology
- 1994 American Board of Pathology, certification in Anatomic and Clinical Pathology

MEDICAL LICENSURE

- 1996 – Present New Mexico (96-92)

PROFESSIONAL APPOINTMENTS

EXECUTIVE APPOINTMENTS

- 2019-2020 Interim Chief Informatics Officer, UNM Health Sciences Center
2015-2016
- 2017 – Present UNM Health System Executive Committee
- 2012 – Present Executive Vice Chancellor, UNM Health Sciences Center
- 2009 – Present Vice Chancellor for Research, UNM Health Sciences Center (EVP and VP positions changed to Chancellor title in 2011)
- 2007 – 2009 Vice President for Translational Research, UNM Health Sciences Center
- 2006 – 2007 Associate Vice President for Research, UNM Health Sciences Center
- 2005 – 2012 Senior Associate Dean for Research, UNM School of Medicine

ACADEMIC APPOINTMENTS

- 2012 – 2015 NM Health Disparities Center Fellow
- 2006 – Present Professor (tenured), Pathology, University of New Mexico
- 2002 – 2006 Associate Professor of Pathology (tenured), University of New Mexico
- 1996 – 2002 Assistant Professor of Pathology, University of New Mexico

RESEARCH APPOINTMENTS

- 2002 – 2006 Hematologic Malignancy Program Director, UNM Cancer Center
- 2000 – 2002 Director, UNM Office of Biocomputing

CLINICAL APPOINTMENTS

- 2019 – Present Chairman, Board of Directors, TriCore Reference Laboratories
- 2015 – 2016
- 2006 – 2008
- 2002 – Present Member, Board of Directors, TriCore Reference Laboratories
- 2003 – 2013 Member, Finance Committee of the Board, TriCore Reference Laboratories
- 2002 – 2006 Chief, Division of Clinical Pathology
- 1998 – 2003 Chief of Clinical Operations, Pathology, University of New Mexico
- 1998 – 2003 Laboratory Director, University Hospital Rapid Response Lab, TriCore Reference Laboratories
- 1996 – 1999 Assistant Medical Director of Molecular Diagnostics, University of New Mexico
- 1996 – 1998 Section Director, Clinical Hematology Laboratory, University of New Mexico

EDUCATIONAL ADMINISTRATIVE POSITIONS

- 2000 – 2004 MD/PhD Admissions Committee, Member
- 1999 – 2005 Director of Hematopathology Fellowship Research Program, University of New Mexico
- 2000 Chair, Continuing Medical Education Committee for the College of American Pathologists
- 1998 – 2000 Vice-Chair, Program and Program Education Committee for the College of American Pathologists (plans National Meetings and Web- based learning programs)
- 1998 – 2000 Vice-Chair, Technology and Education Committee for the College of American Pathologists (awards pathology resident training awards)
- 1995 – 2001 Contributing editor to national resident In Service Exam

- 1987 Second Annual Massachusetts Medical Society Medical Student Research Symposium, Chairperson
- 1986 First Annual Massachusetts Medical Society Medical Student Research Symposium, Chairperson

CORPORATE AND NON-PROFIT BOARDS

- 2017 – Present New Mexico Bioscience Authority, President and Chair, Board of Directors
- 2016 – Present EPSCoR/IDeA Coalition, Board of Directors
- 2015 – 2016 EPSCoR/IDeA Foundation, Board of Directors
- 2015 – Present Rhodes Group, Inc., Board of Directors
- 2014 – Present Innovate ABQ, Inc., Board of Directors
- 2014 – 2015 CleanSpot, Inc., Board of Directors
- 2013 – Present Sigma Xi, UNM Chapter Board of Directors
- 2010 – Present Science and Technology Corp, Board of Directors (Technology Transfer Company)
- 2008 – 2019 New Mexico Consortium, Board of Directors (National Lab – University Initiative)
- 2008 – 2010 National Center for Genome Resources, Board of Directors
- 2007 – Present NMBio (formerly New Mexico Biomedical Business Association), Board of Directors
- 2005 – Present Foundation of Cancer Services of New Mexico, Founder and President (foundation for 501c3)
- 2001 Co-Founder, Cancer Service of New Mexico (501c3 organization)
- 2001 – Present Cancer Services of New Mexico, Founder and Board of Directors
- 2001 – 2003 Cancer Services of New Mexico, Treasurer

HONORS AND AWARDS

- 2019 UNM Innovation Award (for patents issued)
- 2018 Nomination, Federal Laboratory Consortium Excellence in Technology Transfer Award (for work with Sensor-Kinesis Corporation to develop Shear Horizontal Surface Acoustic Wave Biosensor)
- 2017 UNM Innovation Award
- 2016 UNM Innovation Award
- 2015 UNM Innovation Award
- 2014 Albuquerque Convention and Visitors Bureau Award (for promotion of tourism and economic growth)
- 2014 Institutional Science Promotion Video Award (NIH)
- 2014 UNM Innovation Award

2012	UNM Innovation Award
2011	Who's Who in Technology Award – Intel Corporation and New Mexico Business Weekly
2010	Top 100 Technologies in R&D Magazine
2006	UNM Innovation Award
2006	Chief Scientist Award for Excellence from the Defense Intelligence Agency for contribution to national defense
2004	UNM Innovation Award
2003	Spokesperson training award for College of American Pathologists
2002	Wells Fargo Award for Drug Discovery
2002	Preceptor Award for Student Mentorship
2002	Dean's Award of Distinction
2001	Lansky Award from the College of American Pathologists for leadership and contribution to field
2001	Manuscript chosen for Yearbook in Pathology and Laboratory Medicine
2001	Faculty Teaching Excellence Award
2001	Preceptor Award for Student Mentorship
2001	Dean's Award of Distinction
2000	UNM Teacher of the Year Award
2000	University of New Mexico Regents' Lectureship (Permanent title and award for clinical research and educational contribution to the university)
2000 – 2003	American Cancer Society, national Designated Research Investigator for Coaches against Cancer and Shoot Hoops for Lymphoma (one individual per year)
2000	Dean's Award of Distinction
1999	Dean's Award of Distinction
1999	Nominated for UNM teaching award
1998	Dean's Award of Distinction
1994	ASIP travel award for molecular diagnosis in pathology course
1992 – 1993	National Research Service Award for Post-doctoral training
1986 – 1990	National Research Service Award for Pre-doctoral training
1985	Harvard Medical School Research Award for Medical Student
1980 – 1984	John Motley Morehead Scholarship
1984	Merck Index Award (given to top three science students at graduation)
1984	Summa cum laude
1984	Degree with honors in chemistry (based on research)
1983	Phi Beta Kappa
1981	CRC Chemistry Award (given to top freshman)
1981	Phi Beta Sigma (academic honor society)
1980 – 1984	All ACC Athlete (12 seasons, cross-country, indoor and outdoor track)

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

NATIONAL COMMITTEES AND APPOINTMENTS

2016 – Present	EPSCoR/IDeA Coalition, Board of Directors
2016	White House-Sponsored “Medicine Responds to Addiction” Taskforce, Member
2015 – 2017	USU/APLU Executive Research Committee
2015 – 2016	EPSCoR/IDeA Foundation, Board of Directors
2015 – 2016	USU/APLU Biomedical Research Workforce Action Groups, Member
2013 – Present	USU, University Leadership Representative for UNM
2013 – 2016	Growth & Sustainability Workforce Sub-Committee, AAMC/USU Chair
2013 – 2016	AAMC Forum on Conflicts of Interest Steering Committee

2012 – 2016 AAMC Workforce Learning Collaborative
2010 – Present Children’s Oncology Group T-ALL Study Committee, Member
2007 – 2014 Vice President for Research Executive Planning Committee, AAHC
2005 – 2009 Advisory Council for Western Regional Center of Excellence for Biodefense
2004 – 2009 Served as ad hoc spokesperson for College of American Pathologists
2004 – 2008 External Advisory Board for Moffit Cancer Center
2001 – 2003 American Heart Association Nation Council on Cardiovascular Biology
2000 College of American Pathologists (CAP) Continuing Education Committee, Chair
1998 – 2000 CAP Program and Program Education Committee, Vice Chair
1998 – 2000 CAP Technology and Education Committee, Vice Chair
1997 CAP Future Technology Committee, Chair
1994 – 1997 CAP Committee on Future Technology
1988 – 1990 Massachusetts Medical Society (MMS), committee on long-term planning
1987 Second Annual MMS Medical Student Research Symposium, Chairperson
1986 First Annual MMS Medical Student Research Symposium, Chairperson

STATE AND MUNICIPAL COMMITTEES AND APPOINTMENTS

2016 – 2017 GrowBio (Albuquerque Biotechnology Development Committee), Chair
2013 – Present New Mexico Collaborative Research and Development Council
2012 – Present Mayor’s Council on City Development
2011 – Present Biomedical Research Institute of New Mexico, Member
2010 – 2014 NM Human Services Department Provider/Workforce/Delivery System Stakeholder Advisory Workgroup, Member
2010 – 2014 NM Human Services Department Health Care Information Technology Stakeholder Advisory Workgroup, Member
2005 – Present Academic Affiliation Partnership Council (UNM/VA Affiliation Group)
2005 Governor’s Task Force on Biotechnology Development in NM (BioTEP)
2004 Medical Commercialization Network, Member
2001 Mayor’s Council on Biotechnology Development in Albuquerque
1996 – 2000 Literacy Council of Albuquerque, Board Member

STUDY SECTIONS AND WORKSHOP APPOINTMENTS

2017 NIH Study Section, NCI Special Emphasis Panel (R01)
2016 NIH Study Section, NCI Program Project Meeting I (P01)
2014 NIH Study Section, NCI Program Project Meeting III (P01)
2013 Special Review Panel, Lymphatics in Health and Disease in the Digestive, Urinary, Cardiovascular and Pulmonary Systems
2013 NIGMS Council
2011 – 2014 Special Panel Review for CTSA Grants, Member
2008 – 2012 Special Emphasis Panel Review SP0RE Grants, Member
2008 – Present Special Emphasis Panel Review NCI P01 Clinical Studies, Member
2007 – 2010 HHMI Review Panelist Research Training Fellowships
2006 – 2007 NIH Study Section, Tumor Microenvironment, Member
2003 – 2005 American Cancer Society: Leukemia, Immunology and Blood Cell Committee, Chair
2003 NCI Workshop on Leukemia Research
2002 – 2004 NCI Workshop on Bone Marrow Microenvironment
2001 American Cancer Society, Ad hoc Site Reviewer for Clinical Investigator Award
2000 – 2005 American Cancer Society; Leukemia, Immunology and Blood Cell Committee, Member

1997 – 2000 College of American Pathologist, Pathology Education Committee (Reviews Scholars Awards, Technology and Informatics grants)

CLINICAL AND TRANSLATIONAL SCIENCE AWARD RELATED COMMITTEES

2010 - Present Mountain West Research Consortium Executive Committee, Member
2010 – 2017 Mountain West Research Consortium Executive Committee, Founder and Chair
2010 – 2014 CTSA Consortium Executive Committee, Member
2010 – 2014 CTSA Consortium Steering Committee, Member
2010 – 2014 Strategic Goal 3 Committee, Co-Chair

PROFESSIONAL SOCIETIES, MEMBERSHIP

2015 – Present Greater Albuquerque Medical Society
2006 – Present Association for Academic Health Centers (AAHC)
2005 – Present AAMC GRAND
2001 – Present Children’s Oncology Group
1997 – 2008 American Association for Cancer Research (AACR)
1997 – 2002 Southwest Oncology Group Leukemia Committee and Leukemia Tumor Biology Committee
1997 – 1999 Association of Molecular Pathologists (AMP)
1995 – 2008 Society for Hematopathology
1994 – 2008 American Society for Hematology (ASH)
1994 – 2008 American Society for Investigative Pathology (ASIP)
1993 – Present College of American Pathologists (CAP)
1985 – 1990 Massachusetts Medical Society

PEER-REVIEW ACTIVITIES

Current and Previous Editorial Boards

Frontiers for Young Minds
Biomarkers
American Journal of Clinical Pathology

Ad Hoc Reviewer for Peer-Reviewed Journals

American Journal of Clinical Pathology
Blood
Journal of Biologic Chemistry
Journal of Virology
Human Pathology
Journal of Nuclear Medicine
American Journal of Physiology – Heart and Circulation
Journal of Immunology
Nature Biology

COMMUNITY SERVICE

2017 – Present Corporate Chair, American Lung Association Fight for Air Climb
2005 – Present Founder and President, Foundation of Cancer Services of New Mexico (foundation for 501c3)
2005 Governor’s Task Force on Biotechnology Development in NM (BioTEP)
2004 – 2009 Serve as ad hoc spokesperson for College of American Pathologists
2004 Medical Commercialization Network, Member

2001 Co-founder Cancer Service of New Mexico (501c3 organization)
2001 – Present Board Member, Cancer Services of New Mexico
2001 – 2003 Treasurer, Cancer Services of New Mexico
2001 Mayor’s Council on Biotechnology Development in Albuquerque
1996 – 2000 Board Member, Literacy Council of Albuquerque

My wife and I founded Cancer Services of New Mexico in 2001 to reduce cancer suffering in New Mexico. We are the only statewide non-profit organization that looks broadly at addressing gaps in cancer-related services while maintaining a 100% focus on New Mexico. We serve approximately 2000 cancer survivors and their families each year, free of charge. This is the largest organization of its type in the United States. We have programs that include:

- 1) Family Cancer Retreat. Twice each year, this free three-day educational retreat provides a group of adult cancer patients/survivors and their loved ones with tools and information they need to better manage the survival process. It is the largest general cancer education program in New Mexico, and, to our knowledge, is unique nationwide.
- 2) Legal and Paperwork Assistance Program. We run weekly “clinics” to assist cancer survivors with understanding their insurance and paperwork related to their care. This program has provided over \$5M in cancer care to patients over the last 4 years.
- 3) Family Cancer Resource Bags. Statewide distribution of free information kits that help newly diagnosed parents and their children aged 13 – 18 cope with the impact of cancer on their families.
- 4) Zoo Night for Kids with Cancer. A free evening of fun, sharing, and learning held each year for New Mexico’s current and former pediatric cancer patients and their families.
- 5) New Mexico Cancer Services Survey. First-ever statewide survey to determine cancer survivor perspective on how to improve cancer-related services in New Mexico.

I spun a foundation off of this organization in 2005 that is committed to fundraising for the parent CSNM organization. I am president of the foundation, which has a separate board of directors.

SCHOLARLY PUBLICATIONS AND WORK

BOOKS

LARSON RS (ed). *Bioinformatics and Drug Discovery*. Humana Press, first edition: London, 2005.

LARSON RS (ed). *Bioinformatics and Drug Discovery*. Humana Press, second edition: London, 2012.

LARSON RS, Oprea TI (eds). *Bioinformatics and Drug Discovery*. Humana Press, third edition: London, 2019.

ORIGINAL RESEARCH IN REFERRED JOURNALS

Wright SF, Berkowitz P, Deerfield D, Byrd PA, Olson D, **LARSON RS**, Hinn G, Koellher K, Hiskey RG. Chemical Modification of Bovine Prothrombin Fragment 1 in the presence of Tb^{3+} Ions. *J Biol Chem*, 261:10598-10604, 1985.

Sastre L, Roman J, Teplow D, Deyer W, Gee C, **LARSON RS**, Roberts T, Springer TA. A partial genomic DNA clone for the α subunit of the mouse complement receptor type 3 and cellular adhesion molecule Mac-1. *Proc Natl Acad Sci USA*, 83:5644-5648, 1986.

Sastre L, Roman J, Teplow D, Deyer W, Gee C, **LARSON RS**, Roberts T, Springer TA. Proc Natl Acad Sci USA, 83:5644-5648, 1986.

Corbi AL, Miller L, O'Connor K, **LARSON RS**, Springer TA. cDNA cloning and complete primary structure of the α subunit of the leukocyte adhesion glycoprotein, 150,95. EMBO J, 6:4023-4028, 1987.

Corbi AL, **LARSON RS**, Kishimoto TK, Springer TA, and Morton CC. Chromosomal Location of the Genes Encoding the Leukocytic Adhesion Receptors LFA-1, Mac-1, and 150,95. Identification of a Gene Cluster Involved in Cell Adhesion. J Exp Med, 167:1597-1607, 1988.

Wang D, Liebowitz D, Wang F, Gregory C, Rickinson A, **LARSON RS**, Springer TA, Kieff E. Epstein-Barr Virus Latent Infection Membrane (LMP) Protein Alters Lymphocyte Morphology, Adhesion and Growth: Detection of the Amino Terminus Abolishes Activity. J Virology, 62:4173-4184, 1988.

LARSON RS, Corbi AL, Berman L, Springer TA. Primary Structure of the LFA-1 alpha Subunit: An Integrin with an Embedded Domain Defining a Protein Superfamily. J Cell Biol, 108:703-712, 1989.

Dustin ML, Garcia-Aguilar J, Hibbs M, **LARSON RS**, Staunton DE, Wardlaw A, Springer TA. Structure and Regulation of the Leukocyte Adhesion Receptor LFA-1 and its Counter-Receptors, ICAM-1 and ICAM-2. Proceedings of Cold Spring Harbor Quant Biol, 753-765, 1989.

Kishimoto TK, **LARSON RS**, Dustin JL, Corbi AL, Staunton DE, Springer TA. The Leukocyte Integrins. Advances in Immunology, 46:149-182, 1989.

LARSON RS, Hibbs M, Corbi AL, Luther E, Garcia-Aguilar J, Springer TA. The subunit specificity of CD11a/18, CD11b, and CD11c panels of antibodies. Leukocyte Typing IV, 566-570, 1990.

LARSON RS, Hibbs M, Springer TA. The leukocyte integrin LFA-1 reconstituted cDNA transfection in a nonhematopoietic cell line is functionally active and not transiently regulated. Cell Regulation, (c. Mol Biol of Cell) 1:359-367, 1990.

LARSON RS. LFA-1 alpha subunit: Complete primary structure with transient expression and functional studies. Thesis, 1990.

LARSON RS, Haskell E, Perez J. Pathogenesis of a Double (Septal and Free Wall) Rupture. Cardio Pathol, 1:199-204, 1992.

LARSON RS, Wick MR. Primary Mucoepidermoid Carcinoma of the Thyroid: Diagnosed by Fine-Needle Aspiration Biopsy. Diag Cytopath, 9:438-443, 1993.

LARSON RS, Rudloff M, Liapis H, Davila R, Manes JL, Kissane JM. The Ivemark syndrome: An uncommon cystic renal lesion with syndromic associations. Ped Nephrol, 9:594-598, 1995.

Weinstock LB, **LARSON RS**, Stahl DS, Flesham JW. Diffuse Microscopic Angiodysplasia: A Previously Unreported Variant of Angiodysplasia. Dis Colon and Rectum, 38:428-432, 1995.

LARSON RS, McCurley TL. CD4 Predicts Nonlymphocytic Lineage in Acute Leukemia: Insights from Analysis of 125 Cases Using Two-Color Flow Cytometry. Am J Clin Path, 104:204-211, 1995.

LARSON RS, Butler M. Use of Fluorescence in Situ Hybridization (FISH) in the Diagnosis of DiGeorge Syndrome and Related Diseases. Diag Mole Path, 4:274-279, 1995.

LARSON RS, McCurley TL. Relationship of CD4 and CD34 expression in acute leukemia. Blood, 85:3768-3769, 1995.

LARSON RS, Scott MA, McCurley TL, Vnencek-Jones C. Microsatellite analysis of post transplant lymphoproliferative disorders: Determination of host/donor origin and identification of a putative lymphomagenic mechanism. Cancer Res, 56:4378-4381, 1996.

LARSON RS, Sukpanichnant S, Greer JP, Cousar JB, Collins RD. The Spectrum of Multiple Myeloma: Diagnostic and Biologic Implications. Hum Pathol, 28:1336-1347, 1997.

LARSON RS, Manning S, Macon WR, Vnencek-Jones C. Microsatellite Instability in Natural Killer Cell-like T-Cell Lymphomas in Immunocompromised and Immunocompetent Individuals. Letter. Blood, 89:1114-1115, 1997.

Wagner CR, Ballato G, Akanni AO, McIntee EJ, **LARSON RS**, Chang SL, Abul-Hajj YJ. Potent Growth Inhibitory Activity of Zidovudine (AZT) on Cultured Human Breast Cancer Cells and Rat Mammary Tumors. Cancer Research, 57:2341-23445, 1997.

LARSON RS, Brown DC, Sklar LA. Retinoic acid induces aggregation of the acute promyelocytic leukemia cell line NB-4 that is mediated by LFA-1 and ICAM-2. Blood, 90:2747-2756, 1997.

Hodges KB, **LARSON RS**, Butler M. Increased Incidence of Chromosomal Fragile Sites in Mentally Retarded Males with Seizures and on Diphenylhydantoin Therapy. Ann Clin Lab Sci, 28:293-298, 1998.

Hodges KB, Vnencek-Jones C, **LARSON RS**, Kinney MC. Rarity of Genomic Instability in Pathogenesis of Classical Anaplastic Large Cell Lymphoma. Hum Pathol, 30:173-177, 1999.

Brown DC, Tsuji H, **LARSON RS**. All-*trans* retinoic acid differentially regulates adhesion mechanism and transmigration on the acute promyelocytic cell NB-4 under physiologic flow. Br J Haematology, 107:86-98, 1999.

Luther LM, Lakey D, **LARSON RS**, Haas D. Utility of Bone Marrow Biopsy for Rapid Diagnosis of Febrile Illnesses in Patients with Human Immunodeficiency Virus Infection. Southern Med Journal, 93:692-7, 2000.

Rimsza LM, **LARSON RS**, Winter SS, Foucar K, Chong YY, Garner K, Leith CP. Benign Hematogone-Rich Lymphoid Proliferations Can Be Distinguished From B-Lineage Acute Lymphoblastic Leukemia by Integration of Morphology, Immunophenotype, Adhesion Molecule Expression, and Architectural Features. Amer J Clin Path, 114:66-75, 2000.

Winter SS, Sweatman JJ, **LARSON RS**. Improved Quantification of Cell Survival on Stromal Cell Monolayers by Flow Cytometric Analysis. Cytometry, 40:26-31, 2000.

Tallman MS, Andersen JW, Schiffer CA, Appelbaum FR, Feusner JH, Ogden A, Shepherd C, Rowe JM, **LARSON RS**, Wiernik PH. Clinical description of 44 patients with acute promyelocytic leukemia who developed retinoic acid syndrome. Blood, 95:90-95, 2000.

Ledford M, Friedman KD, Hessner MJ, Moehlenkamp C, Williams TM, **LARSON RS**. A Multi-Site Study for Detection of the Factor V (Leiden) Mutation from Genomic DNA Using a Homogenous Invader Microtiter Plate FRET Assay. J Mol Diag, 2:97-104, 2000.

- Evans HC, Burks E, Viswanatha D, **LARSON RS**. Histologic Appearance and Immunohistochemistry of T-Large Granular Lymphoproliferative Disease in the Bone Marrow. Hum Path,31:1266-1273, 2000.
- Edwards B, Curry MS, Tsuji H, **LARSON RS**, Brown DC, Sklar LA. Expression of P-selectin at Low Site Density Promotes Selective Recruitment of Eosinophils Over Neutrophils. J Immunol, 165:404-410, 2000.
- Winter SS, Sweatman JJ, Hart A, Rhoades TH, **LARSON RS**. Enhanced T-lineage acute lymphoblastic leukemia cell survival on bone marrow strom requires involvement of LFA-1 and ICAM-1. Br J Hematol, 115:862-871, 2001.
- Koster F, Foucar K, Hjelle B, Chong YY, **LARSON RS**, McCake M. Presumptive Diagnosis of Hantavirus Cardiopulmonary Syndrome by Routine Complete Blood Count and Blood Smear Review. Am J Clin Path, 116:665-672, 2001.
- Shannon J, Brown DC, Silva M, **LARSON RS**. Novel cyclic peptide inhibits intercellular adhesion molecule-1 mediated cell aggregation. J Pept Res, 58:140-150, 2001.
- Chigaev A, Blenc AM, Braaten JV, Kumaraswamy N, Prosnitz E, **LARSON RS**, Sklar LA. Real-time Analysis of the Affinity Regulation of VLA-4. J Biol Chem, 276:48670-48678, 2001.
- DiVietro JA, Smith MJ, Smith BRE, Petruzelli L, **LARSON RS**, Lawrence MB. Immobilized IL-8 Triggers Progressive Activation of Neutrophils Rolling in Vitro on P-selectin and ICAM-1. J Immunol, 167:351-360, 2001.
- Brown DC, **LARSON RS**. Improvements to parallel flow chambers to reduce reagent and cellular requirements. Immunology, 2:9-14, 2001.
- Kepley CL, Andrews RP, Brown DC, Chigaev A, Sklar LA, Oliver JM, **LARSON RS**. Regulation of human basophil adhesion to endothelium under flow conditions: Different very late antigen 4 regulation on umbilical cord blood-derived and peripheral blood basophils. J Allergy and Clinical Immunol, 110(3):469-475, 2002. [PMID: 12209096]
- Winter SS, Sweatman JJ, Shuster JJ, Link MP, Amylon M, Pullen J, Camitta BM, **LARSON RS**. Bone marrow stroma-supported culture of t-lineage acute lymphoblastic leukemic cells predicts treatment outcome in children: a pediatric oncology group study. Leukemia, 16:1121-1126, 2002.
- Blenc AM, Chigaev A, Sklar LA, **LARSON RS**. VLA-4 affinity on precursor B-ALL cells inversely correlates with number of circulating cells and DNA ploidy. Leukemia, 17:21-4, 2003.
- Sillerud LO, Burks E, Brown DC, **LARSON RS**. NMR-derived model of interconverting conformations of an ICAM-1 inhibitory cyclic-nanopeptide. J Pept Research, 62:97-116, 2003.
- Buranda T, Huang J, Ramarao GV, Ista LK, **LARSON RS**, Ward TL, Sklar LA, Lopez GP. Biomimetic Molecular Assemblies on Glass and Mesoporous Silica Microbeads for Biotechnology. Langmuir, 19:1654-1663, 2003.
- Merchant SH, Gurule DM, **LARSON RS**. Amelioration of ischemia-reperfusion injury with cyclic peptide blockade of ICAM-1. Am J Phys-Heart and Circ, 284(4):H1260-H1268, 2003. [PMID:12595290]

Chigaev A, Zwartz G, Graves SW, Dwyer DC, Tsuji H, Foutz TD, Edwards BS, Prossnitz ER, **LARSON RS**, Sklar LA. $\alpha 4\beta 1$ Integrin Affinity Changes Govern Cell Adhesion. J Biol Chem, 10:1074, 2003. [PMID:12844491]

Zwartz G, Chigaev A, Foutz R, **LARSON RS**, Posner R, Sklar LA. Relationship Between Molecular and Cellular Dissociation Rates for VLA-4/VCAM-1 Interaction in the Absence of Shear Stress. Biophysical J 86(2):1243-1252, 2004. [PMCID:PMC1303916]

Churchwell CJ, Rintoul MD, Martin S, Visco DP, Kotu A, Brown DC, Sillerud LO, **LARSON RS**. The Signature Molecule Descriptor: Inverse Quantitative Structure-Activity Relationship of ICAM-1 Inhibitory Peptides. J Mol Model and Design, 22(4):263-273, 2004. [PMID:15177078]

Sklar LA, Tsuji J, Edwards B, **LARSON RS**, Schuyler M. Eosinophil traffic in the circulation following allergen challenge. Eur J Allergy Clin Immunol, 59:596-605, 2004.

Sillerud LO, Burks E, Brown MW, Wester MJ, Brown DC, **LARSON RS**. NMR solution of a potent peptide inhibitor of integrin-based cell adhesion produced by homologous amino acid substitution. J Pept Res, 64:1-14, 2004.

Sillerud LO, **LARSON RS**. Design and Structure of Peptide and Peptidomimetic Antagonists of protein-Protein Interaction. Current Protein and Peptide Science, 6(2):151-169, 2005. [PMID:15853652]

LARSON RS, Davis T, Bologna C, Semenuk G, Vijayan A, Li Y, Oprea T, Chigaev A, Wagner CR, Sklar LA. Dissociation of I Domain and Global Conformational Changes in LFA-1: Refinement of Small Molecule-I Domain Structure-Activity Relationships. Biochemistry, 44(11):4322-4331, 2005. [PMID:15766261]

LARSON RS, Brown DC, Ye C, Hjelle B. Peptide Antagonists of Sin Nombre and Hantan Virus Entry Through $\beta 3$ Integrin Receptor. J Virol, 79(12):7319-7326, 2005. [PMCID:PMC1143646]

Reichard KK, Burks E, Foucar K, Wilson C, Viswanatha D, Hozier JC, **LARSON RS**. CD4(+) CD56(+) Lineage-Negative Malignancies are Rare Tumors of Plasmacytoid Dendritic Cells. Am J Surg Path, 29(10):1274-1283, 2005. [PMID:16160468]

Palomero T, Odom DT, O'Neil J, Ferrando AA, Margolin A, Neuberg DS, Winter SS, **LARSON RS**, Young RA, Look AT. Transcriptional Regulatory Networks Downstream of TAL1/SCL in T-Cell Acute Lymphoblastic Leukemia. Blood, 108(3):986-92, 2006. [PMCID:PMC1895859]

Poria RB, Norenberg JP, Wagner CR, Arterburn JB, **LARSON RS**. Characterization of a Radiolabeled Small molecule Targeting Leukocyte Function-Associated Antigen-1 Expression in Lymphoma and Leukemia. Cancer Biotherapy and Radiopharmaceuticals, 21(5):418-426, 2006. [PMID:17105416]

Flynn ER, Bryant HC, Bergemann C, **LARSON RS**, Lovato DM, Segatskov D. Use of a SQUID array to detect T-Cells with magnetic nanoparticles in determining transplant rejection. J Magnetism and Magnetic Materials, 311:429-435, 2007. [PMCID:PMC2139906]

Winter SS, Jiang Z, Khawaja HM, Griffin T, Devidas M, Asselin B, **LARSON RS**. Identification of Genomic Classifiers that Distinguish Induction Failure in T-lineage Acute Lymphoblastic Leukemia: A Children's Oncology Group Study. Blood, 110(5):1429-1438, 2007. [PMCID:PMC1975833]

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Detection of Bioagents Using a Shear Horizontal Surface Acoustic Wave Biosensor
Continuation of US Patent 8,709,791
- 2016 US Patent Application 15/214,921
Norenberg JP, **LARSON RS**
Non-Invasive Diagnostic Agents of Cancer and Methods of Diagnosing Cancer, Especially Leukemia and Lymphoma
Divisional of US Patent 8,097,237
- 2014 US Patent 10,031,135 B2
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Divisional of US Patent 8,709,791
- 2014 US Patent 9,546,186 B2
Norenberg JP, **LARSON RS**
Non-Invasive Diagnostic Agents of Cancer and Methods of Diagnosing Cancer, Especially Leukemia and Lymphoma
Divisional of US Patent 8,834,838
- 2014 US Patent Application 14/587,925
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- 2013 US Patent 8,834,838 B2
Norenberg JP, **LARSON RS**
Non-Invasive Diagnostic Agents of Cancer and Methods of Diagnosing Cancer, Especially Leukemia and Lymphoma
Divisional of US Patent 8,435,489 B2
- 2012 US Patent 9,056,111 B1
LARSON RS, Sklar LA, Edwards BS, Strouse JJ, Ivnitiski-Steele I, Khawaja HM, Ricci JW, Aube J, Golden JE, Yao T, Weiner WS, Schroeder CE
Selective Efflux Inhibitors and Related Pharmaceutical Compositions and Methods of Treatment
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- Non-Invasive Diagnostic Agents of Cancer and Methods of Diagnosing Cancer, Especially Leukemia and Lymphoma
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- 2008 US Patent 8,709,791 B2
LARSON RS, Hjelle B, Hall PR, Brown DC, Biosffi M, Brozik SM, Branch DW, Edwards TL, Wheeler D
Detection of Bioagents Using a Shear Horizontal Surface Acoustic Wave Biosensor
- 2008 US Patent Application 12/315,132
LARSON RS, Sklar LA, Edwards BS, Ivnitiski-Steele ID, Oprea TI, Lovato DM, Khawaja HM, Winter SS, Young SM
Compounds and Methods for the Selective Inhibition of ABCB1, ABCC1 and ABCG2 Transporters and the Treatment of Cancers, Especially Drug Resistant Cancers and High Throughput Flow Cytometry Assay to Detect Selective Inhibitors
- 2006 US Patent 8,097,237 B2
Norenberg JP, **LARSON RS**
Non-Invasive Diagnostic Agents of Cancer and Methods of Diagnosing Cancer, Especially Leukemia and Lymphoma
- 2005 US Patent 7,309,316 B1
Flynn ER, **LARSON R**
Magnetic Needle Biopsy
- 2004 US Patent Application 10/886,407
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Tertiary Structures of ICAM-1/LFA-1 Modulators
- 2003 US Patent 6,881,747 B2
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Small Molecules for Inhibition of Function and Drug Delivery to Leukocytes
- 2001 US Patent 6,630,447 B2
LARSON RS
Peptide Inhibitors of LFA-1/ICAM-1 Interaction
Continuation-in-part of US Patent 6,649,592
- 2000 US Patent 6,649,592 B1
LARSON RS
Peptide Inhibitors of LFA-1/ICAM-1 Interaction

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- 2016 US Patent Application 15/147,648
LARSON RS, Sklar LA, Edwards BS, Strouse JJ, Ivnitiski-Steele I, Khawaja HM, Ricci JW, Aube J, Golden JE, Yao T, Weiner WS, Schroeder CE
Selective Efflux Inhibitors and Related Pharmaceutical Compositions and Methods of Treatment
- 2012 US Patent Provisional Application 61/680,899
Selective ATP-Binding Cassette Sub-family G Member 2 Efflux Inhibitor Revealed Via High-Throughput Flow Cytometry

- Established priority claims for US Patent 9,056,111 B1 and Applications 14/587,925 and 15/147,648
- 2011 US Patent Provisional Application 61/537,199
Selective Efflux Inhibitors and Related Pharmaceutical Compositions and Methods of Treatment
Established priority claims for US Patent 9,056,111 B1 and Applications 14/587,925 and 15/147,648
- 2009 US Patent SN 61/205,211
Cyclic Peptides for the Inhibition of Andes Virus Infections
- 2008 US Patent SN 61/205,246
Linear Peptide Inhibitors of Hantavirus Infection
- 2008 US Patent SN 61/189,849
Small Molecule Inhibitors of Hantavirus Infection
- 2008 US Provisional Application 61/131,214
Novel ABCB1 Inhibitors
Established priority claim for US Patent Application 12/315,132
- 2008 US Provisional Application 61/124,377
High Throughput Flow Cytometry Assay to Detect Selective Inhibitors of ABCB1, ABCC1 and ABCG2 Transporters
Established priority claim for US Patent Application 12/315,132
- 2007 US Patent SN 60/900,417
Peptides that Bind and Inhibit Sin Nombre Virus
- 2007 US Provisional Application 61/004,342
Compounds and Methods for the Inhibition of ABCB1 and the Treatment of Cancers
Established priority claim for US Patent Application 12/315,132
- 2007 US Provisional Application 61/009,656
Established priority claim for US Patent 8,709,791 B2
- 2007 US Provisional Application 60/926,827
Established priority claim for US Patent 8,709,791 B2
- 2007 US Provisional Application 60/900,416
Ligand Based Biosensor for Detection of Microbes
Established priority claim for US Patent 8,709,791 B2 and Application 14/172,429
- 2007 US Patent SN 60/880,309
Compounds and Methods for the Inhibition of ABCB1 and the Treatment of Cancers
- 2006 US Patent SN 60/858,080
Inhibitors of ICAM-1 and Methods of Use
- 2005 US Provisional Application 60/710,665

Established priority claim for US Patents 8,097,237 B2, 8,435,489 B2 and 8,834,838 B2,
and Application 15/214,921

2004 US Provisional Application 60/549,501
Magnetic Needle Biopsy
Established priority claim for US Patent 7,309,316 B1

2003 US Patent Application 10/615,479
Peptide Inhibitors of LFA-1/ICAM-1 Interaction
Continuation-in-part of US Patent 6,649,592 B1

2003 US Provisional Application 60/495,590
Established priority claim for US Patent Application 10/886,407

2003 US Provisional Application 60/485,343
Established priority claim for US Patent Application 10/886,407

2002 US Provisional Application 60/378,536
Drug Discovery Systems and Methods and Compounds for Drug Delivery
Established priority claim for US Patent 6,881,747 B2

1998 WO Patent Application PCT/US1998/009212
Inhibition of LFA-1/ICAM-2 Dependent Leukemic Cell Aggregation

1998 US Patent Application 09/424,190
Inhibition of LFA-1/ICAM-2 Dependent Aggregation

1990 US Patent Application 08/739,032 Cloning of LFA-1 cDNA

GRANT FUNDING

CURRENT

Title: University of New Mexico Clinical and Translational Science Center
PI: Richard Larson
Agency: NIH/NCATS **UL1TR001449**
Period: 7/1/2020 – 6/30/2025 Total Award: ~\$23,000,000

Title: NCATS Accrual to Clinical Trials (ACT) Project
PI: Steven Reis/UNM Subcontract PI Richard Larson
Agency: NIH/NCATS **UL1TR001857-05S1**
Period: 6/1/2020 – 5/31/2021 Total Award: \$37,875

Title: Developing Infrastructure and Harmonized Metrics to Study the Impact of Opioid ECHO Programs
PI: Richard Larson/Co-I Sanjeev Arora
Agency: NIH/NCATS **UL1TR002538**
Period: 3/1/2020 – 2/28/2021 Total Award: \$155,587

Title: Biomedical Research Facility
PI: Richard Larson
Agency: NIH/ORIP **C06OD028370**
Period: 10/1/2019 – 9/30/2024 Total Award: \$4,000,000

Title: Clinical and Translational Research Infrastructure Network IDeA-CTR
Clinical Research Design, Epidemiology, and Biostatistics Core
PI: Parvesh Kumar/UNM Subcontract PI Richard Larson
Agency: NIH/NIGMS **U54GM104944**
Period: 8/8/2018 – 6/30/2023 Total Award: \$19,686,542

PAST GRANT FUNDING

Title: University of New Mexico Clinical and Translational Science Center
PI: Richard Larson
Agency: NIH/NCATS **UL1TR001449**
Period: 8/14/2015 – 6/30/2020 Total Award: \$18,038,634

Title: University of New Mexico Clinical and Translational Science Center
PI: Matthew Campen/Co-I Richard Larson
Agency: NIH/NCATS **KL2TR001448**
Period: 8/14/2015 – 6/30/2020 Total Award: \$1,628,164

Title: NCATS Accrual to Clinical Trials (ACT) Project
PI: Steven Reis/UNM Subcontract PI Richard Larson
Agency: NIH/NCATS **UL1TR001857-03S1**
Period: 5/1/2018 – 6/30/2020 Total Award: \$151,500

Title: Advanced Biomanufacturing of the Bone-Ligament Interface
PI: Richard Larson/Co-I Eric Prossnitz
Agency: NIH/NCATS **UL1TR001449-04S1**
Period: 8/3/2018 – 3/31/2020 Total Award: \$148,964

Title: Mechanisms of Immunotoxicity Produced by Uranium, Arsenic, and Combined Exposures
PI: Richard Larson/Co-I Scott Burchiel
Agency: NIH/NCRR **UL1TR001449-02S2**
Period: 8/15/2016 – 3/31/2020 Total Award: \$155,249

Title: Collaboration to Enhance Naloxone Dispensing in Rural and Underserved Areas (CONSIDER)
PI: Richard Larson/Co-I Ludmila Bakhireva
Agency: NIH/NCATS **UL1TR001449-04S2**
Period: 7/1/2018 – 3/31/2019 Total Award: \$298,963

Title: Biomarker-Based Incidence Estimation of Hepatitis C Infection in Young Adult Injection Drug Users
PI: Richard Larson/Co-I Kimberly Page
Agency: NIH/NCRR **UL1TR001449-02S1**
Period: 8/15/2016 – 3/31/2019 Total Award: \$187,246

Title: Clinical and Translational Research Infrastructure Network IDeA-CTR
Clinical Research Design, Epidemiology, and Biostatistics Core
PI: Parvesh Kumar/UNM Subcontract PI Richard Larson
Agency: NIH/NIGMS **U54GM104944**
Period: 9/15/2013 – 6/30/2018 Total Award: \$19,915,508

Title: Developing a Workforce to Improve Health and Reduce Disparities
PI: Paul Roth/ Co-PIs Richard Larson, Art Kaufman
Agency: NIH/NICHHD **U24MD006960**
Association of American Medical Colleges (AAMC)
Period: 1/1/2013 – 6/30/2017 Total Award: \$412,349

Title: HOPE Initiative Strategic Plan Development
PI: Ryan Cangioli/Co-Investigator Richard Larson
Agency: DOJ **DJJ-17P-USA51-0028**
Period: 1/4/2017 – 5/1/2017 Total Award: \$25,000

Title: SAW Sensor Technology Phases I and II
PI: Richard Larson
Agency: Sensor-Kinesis Corporation
Period: 3/1/2015 – 3/31/2017 Total Award: \$548,594

Title: IRB Reliance Supplement
PI: Alan Green/Co-I Richard Larson
Agency: NIH/NCATS **UL1TR001086-02S2**
Period: 9/20/2014 – 4/30/2015 Total Award: \$129,960

Title: University of New Mexico Clinical and Translational Science Center
PI: Richard Larson
Agency: NIH/NCRR **UL1RR031977**
NIH/NCATS **UL1TR000041**
Period: 7/1/2010 – 3/31/2015 Total Award: \$18,608,568

Title: University of New Mexico Clinical and Translational Science Center
PI: Richard Larson
Agency: NIH/NCRR **KL2RR031976**
NIH/NCATS **KL2TR000089**
Period: 7/1/2010 – 3/31/2015 Total Award: \$1,522,856

Title: Enhancing Clinical Research Professionals' Training and Qualifications
PI: Richard Larson/Co-I Corey Ford
Agency: NIH/NCATS **UL1TR000041-05S1**
Period: 9/6/2014 – 3/5/2015 Total Award: \$111,529

Title: Clinical Trial to Validate Clinical Use of Nanoparticles
PI: Richard Larson
Agency: Senior Scientific
Period: 6/1/2011 – 9/30/2014 Total Annual Award: \$270,000

Title: UNM HSC Prediabetes Center
PI: Richard Larson
Agency: CDC Division of Diabetes, NCCDPHP, DDT/ **1H75DP002861-01**
Period: 9/1/2010 – 8/31/2013 Total Award: \$600,000

Title: Co-Registered Vibrometry and Imaging: A Combined Synthetic-Aperture Rader and Fractional Fourier Transform Approach
PI: Majeed Hyatt/Richard Larson
Agency: NSF **IIS-0813747**
Period: 9/2009 – 7/31/2012 Total Award: \$600,000

Title: Biomagnetic In-Vivo Imaging of Ovarian Cancer (Phase 2)
PI: Richard Larson on SBIR subcontract
Agency: NIH **1R44CA123785**
Period: 5/11/2009 – 4/30/2012 Total Annual Award: \$336,044
This project focuses on producing nanoparticles coupled to ligands for bindings to cells.

Title: University of New Mexico Clinical and Translational Science Center Supplement
PI: Richard Larson
Agency: NIH/NCRR **UL1RR031977-02S2**
Period: 9/1/2011 – 3/31/2012 Total Award: \$303,740

Title: Use of Nanoparticles in a Magnetic Needle Biopsy (Phase 2)
PI: Richard Larson on SBIR subcontract
Agency: NIH **2R44CA105742**
Period: 4/1/2008 – 3/31/2012 Total Annual Award: \$478,739
This project focuses on the use of nanoparticles in a magnetic biopsy needle.

Title: Microenvironmental Mechanisms of Leukemia Cell Survival and Patient Prognosis
PI: Richard Larson
Agency: NIH **5RO1CA114589-05**
Period: 4/1/2005 – 2/28/2012 Total Annual Award: \$422,145
This project focuses on BM stoma supported growth of T-ALL cells and gene microarray analysis and identifies novel prognostic markers and new therapeutic targets.

Title: Force Conformation and Affinity in VLA-4 and LFA-1 Adhesion
PI: Sklar Co PI: Richard Larson
Agency: NIH **2RO1HL081062**
Period: 8/1/2007 – 6/31/2011 Total Annual Award: \$491,916

Title: Point-of-Care Multiplex Pathogen Detection by Surface Acoustic Wave Biosensors
PI: Richard Larson
Agency: NIH/NIAID **U54EB007959-03**
Period: 4/1/2009 – 3/31/2011 Total Annual Award: \$225,000
This project focuses on the development of a miniature, portable, autonomous, near-real-time, multi-sensor detector system for bioagents.

Title: General Clinical Research Center
PI: Richard Larson
Agency: NIH/NCRR **5MO1RR000997**
Period: 12/1/2005 – 11/30/2010 Total Annual Award: \$3,084,421

Title: Multiplex Screening for ABC Transporter Inhibitors
PI: Richard Larson
Agency: NIH **1R03MH081228**
Period: 10/1/2007 – 9/30/2010 Total Annual Award: \$25,000
This project focused on screening for ABCB1 inhibitors in a developed flow cytometry based assay.

Title: Biomagnetic Sensor for Detecting Breast Cancer (Phase 2)
PI: Richard Larson SBIR subcontract
Agency: NIH **2R44CA0965154**
Period: 9/1/2007 – 8/31/2010 Total Annual Award: \$238,000
This project focused on the use of nanoparticles in a magnetic biopsy needle.

Title: Biomagnetic Determination of Transplant Rejection (Phase 2)
PI: Richard Larson on SBIR subcontract
Agency: NIH **2R44AI6676**
Period: 8/1/2007 – 7/31/2010 Total Award: \$99,690
This project focused on the use of nanoparticles in detection of transplant rejection.

Title: Agents for Specific NMR and SQUID Imaging of Prostate Cancer
PI: Sillerud Co PI: Richard Larson
Agency: NIH **1R01CA123194**
Period: 7/21/2007 – 5/31/2010 Total Annual Award: \$493,056

Title: Clandestine Genetic Sampling and Informatics for Intelligence Application
PI: Richard Larson
Agency: APL – JHU subcontract
Period: 4/7/2008 – 7/31/2009 Total Annual Award: \$40,000
This project focused on the isolation of human DNA and RNA.

Title: Integrated Network of Ligand-Based Autonomous Bioagent Detectors
PI: Richard Larson
Agency: Defense Intelligence Agency (Annual Competitive Renewal)
Period: 7/1/2005 – 6/30/2009 Total Annual Award: \$6,500,000
This project focused on designing and building ligand-based biosensors.

Title: Biomagnetic In-Vivo Imaging of Ovarian Cancer (Phase 1)
PI: Richard Larson on SBIR subcontract
Agency: NIH **1R44CA123785**
Period: 5/1/2008 – 4/30/2009 Total Annual Award: \$336,044
This project focused on producing nanoparticles coupled to ligands for bindings to cells.

Title: Neutralizing Compounds for Viral Hemorrhagic Fever
PI: Richard Larson
Agency: NIAID **R56AI063448**
Period: 7/1/2005 – 8/31/2008 Total Annual Award: \$336,375

Title: Selectin Chemokine and Integrin Control, of Vascular
PI: Michael Lawrence Subcontract PI: Richard Larson (4% effort)
Agency: NIH **2RO1HL54614-06 (SB)**
Period: 7/1/2003 – 6/30/2008 Total Annual Award: \$98,555
This project focused on the understanding of how VLA-4 VCAM-1 is involved in B cell lymphoma trafficking.

Title: Cell Entry Inhibitors for Sin Nombre Virus Project
PI: Hjelle Co-PI: Richard Larson (4% effort)
Agency: NIH/NIAID **1U01AI56618-01**
Period: 7/1/2003 – 6/30/2008 Total Annual Award: \$1,257,997
This project focused on cooperative research for the development of vaccines, adjuvants, therapeutics, immunotherapeutics and diagnostics for defense.

Title: Diagnosing Alzheimer 's disease with Magnetic Nanoparticles
PI: Richard Larson (SBIR subcontract)
Agency: NIH **1R43AG029015**
Period: 2/1/2007 – 1/31/2008 Total Annual Award: \$37,500

Title: Clinical and Translational Science Center at the University of New Mexico Planning Grant
PI: Burge Co-PI: Richard Larson
Agency: NIH/NCRR **1P20RR023493**
Period: 11/1/2006 – 10/31/2007 Annual Direct Cost: \$150,000
The purpose of this planning grant was to develop a funded Clinical Translational Science Center award at the University of New Mexico Health Sciences Center.

Title: Biomagnetic Sensor for Detecting Breast Cancer (Phase 1)
PI: Richard Larson (SBIR subcontract)
Agency: NIH **2R43 CA096154**
Period: 9/1/2006 – 8/31/2007 Total Annual Award: \$150,000
This project focused on the use of nanoparticles in a magnetic biopsy needle.

Title: Use of Nanoparticles in a Magnetic Biopsy Needle (phase 1)
PI: Richard Larson (SBIR subcontract)
Agency: NIH **1R43CA105742**
Period: 8/1/2005 – 7/31/2007 Total Annual Award: \$168,708
This project focused on the use of nanoparticles in a magnetic biopsy needle.

Title: Medical Student Training Award
PI: Richard Larson
Agency: ASH
Period: 6/01/2001 – 5/31/2007 Total Annual Award: \$4,500
This project focused on identifying a medical student interested in the field of hematology and encouraging research in this area.

Title: Immune Dysregulation in Allergic Asthma
PI: Mary Lipscomb Co-PI on Project 3: Richard Larson
Agency: NIH/NHLBI **2P50HL56384**
Period: 12/01/2001 – 11/06/2006
This project focused on adhesion mechanisms involved in Eosinophil localization.

Title: Animal Resources Facility Improvement
PI: Richard Larson
Agency: NIH/NCRR **1G20RR017013**
Period: 9/1/2004 – 8/31/2006 Total Award: \$700,000 (\$600,000 Institutional Match)
This project was to improve the ARF facilities.

Title: Biomagnetic Determination of Transplant Rejection (Phase 1)
PI: Richard Larson SBIR subcontract
Agency: NIH **1R43AI066765**
Period: 7/1/2005 – 6/30/2006 Total Annual Award: \$22,340
This project focused on the use of nanoparticles in detection of transplant rejection.

Title: Biologic Ligand-Based Detection Systems for Biodefense
PI: Richard Larson (5% effort)
Agency: NSF **IIS-0434120**
Period: 8/1/2004 – 2/28/2006 Total Annual Award: \$240,000
This project was directed at the development of a portable, ligand-based detector system for Bioagents.

Title: Neutralizing Compounds for Viral Hemorrhagic Fever
PI: Richard Larson
Agency: NIH/NIAID **R21AI53334**
Period: 10/1/2002 – 8/31/2005 Total Annual Award: \$450,000
This project focused on drug discovery technologies to neutralize Sin Nombre virus.

Title: Neutralizing Compounds for Viral Hemorrhagic Fever
PI: Richard Larson
Agency: NIH/NIAID **R21AI53334**
Period: 09/01/2003 – 08/31/2005 Total Annual Award: \$225,000

Title: T-ALL Stromal Cell Interaction and Patient Outcome
PI: Richard Larson
Agency: NIH/NCI **R21CA982511**
Period: 2/1/2003 – 1/31/2005 Total Annual Award: \$300,000
This project focused on innovative in vitro assays of survival and adhesion receptor defects in samples from T-ALL pediatric subjects, which was then correlated with clinical outcomes.

Title: P30 New Mexico Institute of Environmental Health
PI: Richard Larson Core 3 Biocomputing
Agency: NIEHS
Period: 2003 – 2005 Total Annual Award: \$300,000
Larson served as Director of Biocomputing Core.

Title: UNM Cancer Center Planning Grant
PI: Willman, MD
Agency: NIH **1P20CA88339**
Period: 7/1/2001 – 6/30/2004
Larson served as Director of Hematologic Program.

Title: Role of LFA-1 in Spread of Normal and Malignant Lymphocytes
PI: Richard Larson
Agency: American Cancer Society **RPG0009601LBC**
Period: 1/1/2000 – 12/31/2003 Total Annual Award: \$900,000

This project focused on developing peptide inhibitor of malignant B lymphocytes metasis and sought to define the role of LFA-1/ICAM-1 binding in normal B lymphocyte extravasations.

Title: Inhibitors to LFA-1 and Neutrophil Extravasation
PI: Richard Larson
Agency: American Heart Association Grant in Aid **0151298Z**
Period: 7/1/2001 – 6/30/2003 Total Annual Award: \$110,000

This project focused on designing and optimizing peptide and small molecules antagonists to LFA-1/ICAM-1.

Title: FPW Biosensor Development
PI: Richard Larson
Agency: Environmental Protection Agency
Period: 4/1/2002 – 10/31/2002 Total Annual Award: \$30,000

This project focused on development of a novel mass biosensor using ICAM-1/LFA-1 receptor-ligand interaction as prototype.

Title: Quartz-Based Biosensor
PI: Richard Larson (subcontract)
Agency: TPL, Inc.
Period: 4/1/2002 – 9/30/2002 Total Annual Award: \$45,000

This project focused on production of a biosensor for use in drug discovery.

Title: Cardiovascular Biology Institutional Research Training Grant
PI: Richard Larson
Agency: NIH/NLHBI
Period: 1999 – 2002

Title: Inhibitors to LFA-1 and Leukocyte Extravasation
PI: Richard Larson
Agency: American Heart Association (Beginning Grant in Aid)
Period: 1999 – 2001 Total Annual Award: \$60,000

Title: Role of LFA-1 Binding in the Survival of T-ALL Cells
PI: Winter Co-PI: Richard Larson
Agency: Bear Necessity Pediatric Leukemia Foundation
Period: 1999 – 2000 Total Award: \$10,000

Title: Mechanisms of Leukostasis in Acute Leukemia
PI: Eaton
Agency: NIH/IdeA
Period: 1996 – 1999 Total Award: \$163,359

Title: Role of LFA-1 in Leukocyte Localization to Lung
PI: Richard Larson
Agency: American Lung Association
Period: 1998 Total Award: \$20,000

Title: Role of LFA-1 in Leukostasis in Lung
PI: Richard Larson
Agency: American Cancer Society
Period: 1996 – 1997

Total Award: \$20,000

*Annual amounts are approximate and may have varied from year to year depending on funding source

May 6, 2021

To: Florida Search University President Search Committee
c/o Alberto Pimentel, Will Gates, and Sal Venegas, Jr.
SP&A Search

Re: President of Florida State University

Dear Search Committee Members:

I offer my credentials for your consideration for the President of Florida State University. This opportunity is a perfect fit with my strongest values of wanting to impact and accelerate academic, research and athletic excellence; promote student-first, student-centered learning; address workforce needs for a state; build partnerships and become the collaborative voice with all stakeholders; and foster improved education and health care for all Floridians. The Florida State University will be critical to addressing the economic challenges for Florida.

I am a proven, forward-thinking, strategic, and innovative leader who prioritizes public higher education, enhanced diversity, community and stakeholder engagement, and academic and research excellence. I have extensive experience as an academic leader, senior executive, tenured professor, educator, researcher, and business developer who has been part of leading a Hispanic-serving university for 25 years. I offer the dual experience of having led most aspects of our public university and academic health science center with ~2100 faculty, 18,500 staff, and 17,000 full-time students with 5 branch campuses.

My greatest contributions have been creating the vision, strategy, and stakeholder relationships to unlock and leverage university capabilities. I have not done this alone. It takes many people who share a common commitment to develop a high caliber leadership team that creates world-class facilities and platforms for faculty recruitment and development, and student education. **I am proud to have been called a “coalition-builder” known for connecting peers, universities, donors, legislators, and business into a universe of committed stakeholders.**

My experience includes building and growing a world-class research mission from a low base; implementing expansive educational programs; promoting development and fundraising; successfully working with state legislature and governors on behalf of the university in a politically polarized state; and initiating city and regional engagement with multiple new joint initiatives. I have led multiple programs to develop state and local economies; overseen the transfer of knowledge and intellectual property into the marketplace; and launched community outreach programs that have contributed to the well-being of communities across the state. My key capabilities for this role include:

- **Communicating and inspiring a vision and narratives** to internal and external stakeholders that creates alignment and partnership within and with the university and that serves as an impetus to build community and business relationships and philanthropy throughout the state and region.
- **Dynamic and innovative leader of complex organizations and relationships** spanning a variety of competing missions (education, research, community engagement) and industries across a vast geographic area.

- **Engaging and collaborative leadership and unifying, trusted diplomacy through shared governance**, balancing diverse stakeholders to build coalitions and outstanding teams alike, by tapping strong negotiation skills and emotional intelligence. Always acting with highest integrity and asking it of others.

Having attended public high school in rural North Carolina during the early days of integration, I became keenly aware of educational inequities. Those experiences fueled my desire to become a leader in higher education. Over my career, I have developed an expansive view of university system excellence that includes student-first, student centered learning, affordability, scholarship and success, economic development, and the social and health impact on the state and nation. The Florida State University President position provides an opportunity to use my broad perspective and experiences to substantially impact the lives of all stakeholders within Florida and beyond.

My academic career has allowed me to create new knowledge, inventions, and ways of doing things. I first became a tenured, full professor with scientific achievements that span 120+ publications and 40+ patents that have resulted in five new companies including a recent IPO on the Australian stock exchange. But early in my career, I came to understand that greater impact could be made as a leader. I have been fortunate to have been given leadership opportunities in which I addressed the continually changing face of higher education in the low resourced environment of New Mexico- finding new innovative and transformative ways to deliver education, address workforce needs for the state, provide more student-centered services and education, address technology disruption and curricular changes, build a R1 research enterprise from a low base, and a cadre of other issues.

My commitment to build public education and health care brought me to the University of New Mexico. New Mexico is one of three majority-minority state (45% Hispanic, 42% Caucasian non-Hispanic, 10% Native American, 3% African American). More than 50% of our population lives in rural or frontier regions, with rural regions and minority populations having significant education, income and health disparities. UNM is the flagship university in New Mexico with a budget of \$3.1B, operates from an urban center, and serves a large geographic area that could cover the northeastern US from Maine to Washington, DC. My responsibilities include oversight of strategic and fiscal planning; diversity and inclusion; research enterprise; educational programs; community outreach; public-private partnerships and joint ventures; cross-campus initiatives including humanities, sciences, and health care; economic development; and fundraising. My direct reports include college deans, vice chancellors, CIO, and seven other senior positions. I play a key role in federal and state legislative matters. As Executive Vice Chancellor, I report directly to the Chancellor/EVP.

I believe in the richness of diversity, equity, inclusion, and belonging – first learned and deeply appreciated as a high school athlete in North Carolina. My emphasis on diversity and inclusion has fit well in New Mexico since it is one of only three majority-minority states. There must be deliberate, consistent efforts to advance diversity and inclusion. Working with the Vice Chancellor for Diversity, **our efforts and new programs since 2012 have resulted in a substantial increase in the diversity of our students, staff and faculty that is representative of the demographics of our state -- 45% Hispanic, 42% Caucasian non-Hispanic, 10% Native American, 3% African American.**

In 2004; 2011; and 2017, I led shifts in university strategy to continue to grow and diversify our research portfolio to attract new funding; leveraged existing resources to reduce costs; and collaborated with scientific teams from universities, private industry and federal laboratories in and outside UNM to tackle seemingly

intractable issues. **Under my leadership, our research enterprise has grown in 15 of the last 16 years, without state support. We increased annual research funding >500% in 16 years to an anticipated \$460M in 2021.**

I have championed educational innovation that has increased student access and success while promoting liberal arts and professional education--priorities we share with Florida State University. As a few examples and working with other leaders, we implemented tele-education initiatives. One of several initiatives includes offering online education to individuals in rural and remote areas who can now complete training and earn a BS in Nursing entirely online- this has led to a 92% retention rate of our BS Nursing graduates in the state; many in more rural areas where workforce needs are greatest. Recently, we have initiated an "early assurance" program for a variety of undergraduate professional degrees. This has increased the accessibility of undergraduate degrees for our residents and led to a significant increase in matriculation. During the 12 years I directed our graduate program, we expanded new degree offerings to include an MD/PhD program, new MS programs, and a combined BA/MD/PhD- all programs with high graduation rates and increasing quality and high diversity of students. We have also launched joint programs with other universities in NM to enhance accessibility- for instance, a Pharmacy degree that initiates with 2 years at New Mexico State prior to the final years at UNM.

Innovative partnerships are critical to moving a state forward. I was part of a group of eight leaders who formed TriCore Reference Laboratories, a collaboration between two fierce competitors, UNM Health System and Presbyterian Healthcare Services, and which has grown into a \$260M enterprise and one the top 25 largest companies in this space in the US. Having run operations for five years and being a trusted Board member for 20 years including three terms as Board Chair, we have been able to provide a new statewide service, 1300 new jobs, provide a new revenue stream to the university, and dramatically decrease university costs.

Beyond my direct roles in research, educational, community engagement and clinical initiatives, I also designed and tracked our strategic plan, working closely with the Chancellor/EVP and the Board of Regents to ensure a shared vision and alignment of resources. I facilitate and lead an annual retreat with 40-60 key leaders to review progress and update next year's action plan. Every four to five years we examine the fundamental strategic goals of our enterprise. **I understand issues facing universities today including the complexity and escalation of financial pressures and conflicting stakeholder expectations.**

Working with local companies and our technology transfer group, we have also built a system of innovation and commercialization including all aspects of technology transfer -- from patents to corporate start-ups-- resulting in 62 new companies since 2004. We shepherded a bill through the NM legislature to form a BioScience Authority (2017), the first public-private entity to oversee the state's development of bioscience companies. The governor, speaker of the house, senate pro temp, and 3 university presidents each appoint 1-2 members to the board of directors. Being a trusted non-partisan advocate and leader, I was elected by the board to be President and Chair.

Our fundraising has been highly successful. I have had the opportunity to work directly with our Foundation in completing the largest capital campaign in our history of \$1 billion. Over those 8 years, I have identified, cultivated, solicited, and closed gifts from top corporations and individuals. Recent examples include: an initial corporate gift of \$1.5M for an *Endowed Chair*, a \$2M gift for a new *Kidney Research Institute*, and a \$6M gift for a new *Disparities Research Center*. Working with our Foundation team, we also expanded our philanthropic culture to physicians. We developed a new process to identify and solicit "grateful patients" by creating a new partnership with physicians through philanthropic training- a process that is already showing positive results.

The next Florida State University President must have the highest integrity, be optimistic, enthusiastic, “fired up” about all aspects of higher education, and highly visible, forging strong working relationships and representing the institution’s core values. I am a strategic and innovative thinker who creates a vision and the roadmap to achieve it by collaborating with others. As an enthusiastic ambassador for the university, a week rarely goes by in which I am not addressing the broader academic community, legislature, or key stakeholders in the community. **As a previous Division I student-athlete (All-ACC 4 years in a row), certified USATF coach, and lifetime competitive athlete, I have a deep appreciation for the significant role intercollegiate athletics plays in the life of the university, its students, and the future of its student-athletes, and alumni relations.**

I am very enthusiastic about the possibilities of this position. I look forward to hearing from you.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard S. Larson". The signature is fluid and cursive, with a large loop at the end.

Richard S. Larson, M.D., Ph.D.
Executive Vice Chancellor
Vice Chancellor for Research
UNM Health Sciences Center

Creating the Culture, Teams, and Infrastructure to Redefine What's Optimal for Universities Today

Academic Leader | Senior Executive | Professor | Research Scientist | Business Developer | Physician

ACADEMIC & LEADERSHIP HIGHLIGHTS

DEMONSTRATED VISION AND LEADERSHIP: Provide strategy to unlock and integrate organizational capabilities. Establish world-class facilities and support faculty who advance the academic mission via synergy with peers, partner universities, donors, legislators, and businesses. Member of 30+ national, state, and municipal advisory councils and committees; founder of nonprofit Cancer Services of New Mexico.

INNOVATIVE AND ADAPTABLE COALITION-BUILDER: Win consensus and buy-in based on skillset and relational power, not position. Recognize and act on second-order challenges and opportunities for mutual success. Known for strong ethics and focus on developing individuals and teams. Lauded by peers for winning supporters.

RECORD OF ENHANCING DIVERSITY, EQUITY, AND INCLUSION. Designed and implemented new programs since 2012 that increased diversity of our students, staff and faculty to be representative of the demographics of our state -- 45% Hispanic, 42% Caucasian non-Hispanic, 10% Native American, 3% African American

SUSTAINED RECORD OF ACADEMIC ACCOMPLISHMENT: Distinguished history of contributions includes research and commercialization of a novel diagnostic nanoparticle for oncology. Faculty in Pathology since 1996, tenured 2002; full professorship since 2006. Awarded 60+ extramural research grants, \$38M in current grant funding. Author or contributor to 100+ peer-reviewed articles and editor of three bioscience texts.

ACADEMIC PREPARATION

M.D., HARVARD MEDICAL SCHOOL (1990)

Ph.D., Immunology, HARVARD MEDICAL SCHOOL (1990)

A.B., Chemistry, UNIVERSITY OF NORTH CAROLINA CHAPEL HILL (1984)
Summa cum laude with honors, Morehead Scholarship recipient

CERTIFICATIONS & LICENSURE

American Board of Pathology, Certification in Anatomic and Clinical Pathology (1994, recertification 2014)

Medical License, State of New Mexico (1996 to Present)

SPECIALIZED TRAINING

Advanced Leadership Initiative, HARVARD UNIVERSITY (2019)

Management Training for Academic Physicians in Leadership Positions, HARVARD SCHOOL OF PUBLIC HEALTH (2004)

Fellow in Hematopathology, VANDERBILT UNIVERSITY MEDICAL CENTER (1994 to 1996)

Resident in Clinical Pathology, VANDERBILT UNIVERSITY MEDICAL CENTER (1993 to 1994)

Resident in Anatomic Pathology, WASHINGTON UNIVERSITY HOSPITAL (1990 to 1993)

EXECUTIVE APPOINTMENTS

Executive Vice Chancellor, UNM Health Sciences Center (2012-Present)

President and Chair, New Mexico BioScience Authority (2017-Present)

Interim Chief Informatics Officer, UNM Health Sciences Center (2015-16; 2019)

Vice Chancellor, Research, UNM Health Sciences Center (2009-Present)

CTSC Director and CEO, UNM (2005-present)

Vice President, Translational Research, UNM Health Sciences Center (2007-09)

Associate Vice President, Research, UNM Health Sciences Center (2006-07)

Senior Associate Dean, Research, UNM School of Medicine (2005-12)

HONORS & AWARDS HIGHLIGHTS

64 grants; 5 current grants total \$38M

Chief Scientist Award for Excellence from Defense Intelligence Agency (2010)

UNM Innovation Award (2006, 2012, 2014-17, 2019)

Albuquerque Convention and Visitors' Bureau Award for promoting economic growth (2014)

National Institutes of Health Institutional Science Promotion Video Award (2014)

Top 100 technology award, *R&D Magazine* (2010)

ACADEMIC ACHIEVEMENTS

Authored or contributed to **120+** peer-reviewed articles, **18** book chapters and review articles, and **80+** presentations at national meetings. Edited three books.

Former Editorial Board member for 3 prestigious journals

Developed **40** issued or pending patents.

Selected Leadership Contributions

Executive Vice Chancellor (2012 to Present) | **Vice Chancellor for Research** (2009 to Present)

UNIVERSITY OF NEW MEXICO HEALTH SCIENCES CENTER (UNM HSC), Albuquerque, NM

University leader overseeing academic and health care entities, including \$2.4B budget with 5 hospitals with ~38K admissions, ~3K births, 130K+ ER visits, 24K+ surgeries, and 1M+ outpatient visits (2017), contributing \$1.6B and ~19K+ jobs yearly; 4 academic colleges with 3K+ students across the School of Medicine and Colleges of Nursing, Pharmacy, and Population Health; and research, receiving \$400M+ in grants (2021). Direct reports include 4 deans, 4 Vice Chancellors and 7 other senior leaders. Budget oversight of \$600M.

As second-highest executive, report to the Chancellor while leading strategic initiatives to address the challenging issues facing health care, health sciences, and education. Ensure robust financial health through fundraising and grant procurement. Inspire, motivate, and lead teams.

Provide leadership and vision for university administration, academic programs, curriculum development, research base, and development of faculty, staff, and students to support complete program of university development. Champion diversity and inclusion in complex, matrixed environment demanding rigorous focus on collaboration, innovation, and flexibility.

Led technology and economic development at UNM HSC and in NM. Lead technology transfer and innovation efforts that spawned 54 companies. Lobby to expand state's bioscience environment, including creation of the New Mexico Bioscience Authority (NMBSA), which enables combined private-public funding for bioscience initiatives. Serve as NMBSA's first President.

CO-LED ALL STAGES OF PRODUCT DEVELOPMENT, COMMERCIALIZATION, AND ~\$20M FUNDING FOR DIAGNOSTIC NANOPARTICLE

Challenge: As the UNM Cancer Center Hematological Malignancy Program director, partnered with physicist Ed Flynn to surpass MRI technology, developing nanomolecular diagnostic tech 1Kx more sensitive. Firm, Senior Scientific, became Manhattan Scientifics subsidiary, then independent public firm, Imagen.

- **Performed molecular coding for innovative nanoparticle**, enabling targeted application to organs and cancers. New "SQUID" particle enhanced threshold of detection by facilitating noninvasive imaging without radiation.
- **Collaborated with principal to raise ~\$20M funding from private and public sources**, including ~12 grants and \$2.5M from investor Bill Miller. Led private-public partnership to tap Small Business Innovation Research grants.
- **Demonstrated viability of technology** with proof-of-concept for targeting a broad spectrum of oncological and hematological diseases, including Hodgkin's disease. Attracted and presented to investor who purchased firm.
- **Drove commercialization of products** after leadership transition of CEO and partner. Worked to expand commercial program and lay foundation for successful IPO on the Australian Securities Exchange (APX).

ESTABLISHED NEW MEXICO WORKFORCE COMMITTEE THROUGH COALITION-BUILDING IN COMPLEX POLITICAL ENVIRONMENT

Challenge: New Mexico faces shortfalls in healthcare professions, including doctors, nurses, pharmacists, social workers, and allied professionals, with limited care in rural areas. Clear vision and its articulation were required to approach the issue; then political consensus was essential to its implementation.

- **Lobbied for healthcare workforce development to be a statewide legislative priority.** Led 2012 legislative campaign to form New Mexico Workforce Committee (NMWC), a partnership of hospitals, professional societies, academic institutions, and licensing boards charged with analyzing healthcare workforce and advising legislature.
- **As a result, New Mexico has the most granular and complete data on healthcare workforce in the US.**
 - **UNM HSC became sole steward** of confidential healthcare licensure and reporting data statewide.
 - **UNM College of Nursing grew substantially** and became better able to support rural populations.
 - **Committee recommendations led to innovative** state and private healthcare incentive programs.
 - **Analyzing a vast array of new healthcare programs** became possible under NMWC umbrella.
- **Selected first chair of NMWC**, the only appointed position in the organization. Leveraged long-term relationships with healthcare community and multiple legislators to win support from disparate groups concerned that initiative would politicize professional data. Presented to dozens of interim committees.

GREW UNM HEALTH SCIENCES RESEARCH MISSION >400% WITHOUT ADDING SIGNIFICANT FACULTY NUMBERS

Challenge: UNM research mission had little extramural funding (1996). As Senior Associate Dean (2004), tasked by Chancellor and Dean to build world-class research mission. Started work from scratch, evolving UNM HSC from a provider operating a hospital to a true research center where teams could perform consistently. Operating with great autonomy, implemented strategic approaches to funding and faculty development.

- **Instilled culture of inter- and intra-departmental partnerships**, breaking down silos based on fund allocation. Reorganized into six collaboration-focused programs aimed at getting insights from the lab to the community.
- **Invested in key research centers and built platforms for faculty development** based on two strategic centers and six signature programs. Led faculty committee that proposed this organizing principle to leadership and won Dean approval. Achieved balanced relationships between departments, colleges, centers, and signature programs.
- **Cultivated all six programs to develop and obtain funding for training programs** providing education to future physician-scientists, basic scientists, clinician investigators, and community-intervention researcher. Designed programs around strategic funding opportunities and areas of need in public health: cardiovascular, infectious disease, cancer, brain/behavioral health, child health, and environmental health.
- **Developed program to secure pilot funds** for all programs from extramural sources. Fostered team development by empowering program heads to compete for funding that was unavailable under previous siloed organization.
- **Expanded research to 900+ initiatives with \$400M+ funding** versus \$80M in 2004—all from extramural sources. Instituted best practices to make UNM HSC nimble around government funding and build external partnerships.

FOUNDED JOINT VENTURE TO FORM FIRST CLINICAL REFERENCE LAB IN NEW MEXICO

Challenge: New Mexico's lack of a clinical reference laboratory led to large volumes of tests being sent out of state, raising error rates and overhead. To address this and stop loss of local physician practices, formed joint venture, *TriCore*, between UNM HSC Pathology Group, state's three largest hospitals, and its largest private pathology group.

- **Won plan buy-in as part of coalition of 8 state clinical leaders** and led clinical lab operations for five years.
- **Appointed to reference lab Board for 18+ years**, with three terms as elected Board Chair, including one currently.
- **Grew lab operations from \$25M and 390 employees to \$180M and 1,300 employees** since opening in 1999.
- **Mentored current CEO Dr. Michael Crossley, first-ever resident trainee**; he was named CEO in March 2018.
- **Ended UNM-Presbyterian Hospital rivalry**, forging equal ownership agreement and buying the third hospital's stake. Developed strong partnerships built on ~55% cost savings/year—keeping testing cost flat for eight years.
- **Negotiated support from local pathology groups** that would be threatened if a national lab entered the state.
- **Trained and sustained a world-class laboratory workforce** with low staff turnover and high skills development.

BROUGHT COMMUNITY INSTITUTIONS TOGETHER TO IMPROVE CAREER DEVELOPMENT AND INVESTMENT IN ALBUQUERQUE

Challenge: Increased socioeconomic status improves public health, but many Albuquerque areas are underserved in career development for youths and investment in local businesses. By coordinating efforts of “anchors” like universities and healthcare providers, investment could be directed to improve the situation.

- **Founded Healthy Neighborhoods Albuquerque** program by proposing coalition between UNM HSC, Presbyterian Hospital, Albuquerque Public Schools, Albuquerque Community Foundation, and Albuquerque Public Schools. Working together, these organizations implemented two signature programs:
 - **High school job training program** providing pathway to employment in affiliated healthcare systems for students who graduate high school and pass 2-week work/life skills training. Grew program from 5-student pilot to current cohort of 20 annually with further expansion planned.
 - **Farm-to-table organic produce for school and hospital cafeterias**, leveraging collective purchasing power to buy fresh produce from local cooperatives while providing needed funds to growers. Led on all planning and developed expense carve-out to facilitate buying.

CREATED COALITION ACROSS 7 STATES AND 13 UNIVERSITIES TO ACCELERATE RESEARCH IN MOUNTAIN WEST US REGION

Challenge: Despite great institutions and talented researchers, collaborative scientific inquiry in the Mountain West was relatively undeveloped in 2011. Opening a Mountain West Research Consortium to pool efforts required buy-in from Vice Presidents of 13 major universities in seven states.

- **Leveraged UNM’s size and prestige as largest regional Health Sciences department** to gain support for shared initiatives and launch major cooperative grants. Secured \$40M in first seven years, with recent renewal, to build a shared research structure between Mountain West Research Consortium partners.
- **Acquired \$3M extramural funding to build business accelerators at every Consortium university.**
- **Contributed to development of research training programs at UNM** used by Consortium partners.
- **Served as Consortium chair from 2011 founding to 2018.** Advised University of Montana successor.

STRENGTHENED PHILANTHROPY

Challenge: Lack of philanthropic culture and giving at UNM.

- **Key player in recently completed \$1B campaign**
- **Identified, cultivated, solicited, and closed gifts** from top donors, including both corporations and individuals.
- **Built a corporate relationship** over 6 years, initially closing a gift of \$1.5M for an endowed chair. Advanced this relationship and closed \$2M gift for a new Kidney Research Institute, and then followed with \$6M gift for a new Health Disparities Research Center.
- **Expanded philanthropic culture** to physicians and care givers by developing new process to identify and solicit “grateful patients.” Created new partnership with physicians through philanthropic training. Already showing positive results.
- **Cultivated private donors** leading to substantive gifts, even a \$5M gift to basic sciences—one of the most challenging areas for fundraising.

Clinical Appointments

Hematologic Malignancy Program Director , University of New Mexico Cancer Center	2002 to 2006
Director , University of New Mexico Office of Biocomputing	2000 to 2002
Chairman, Board of Directors , TriCore Reference Laboratories	2019; 2015 to 2016; 2006 to 2008
Member, Board of Directors , TriCore Reference Laboratories	2002 to Present
Member, Finance Committee of the Board , TriCore Reference Laboratories	2002 to 2013
Chief , Division of Clinical Pathology, University of New Mexico Health Sciences	2002 to 2006
Chief of Clinical Operations, University Hospital , University of New Mexico	1998 to 2003
Laboratory Director , University Hospital Lab, TriCore Reference Laboratories	1998 to 2003
Assistant Medical Director of Molecular Diagnostics , University of New Mexico	1996 to 1999
Section Director, Clinical Hematology Laboratory , University of New Mexico	1996 to 1998

Private Equity and Angel Investing Experience Snapshot

Provided pre-seed, seed, and Series A funding to 30+ startups in health, pharma, and bioscience. Evaluated opportunities based on potential market share and proven leadership, particularly CEO’s suitability to growth stage and market climate. Gained deep insight into skills needed to shepherd venture through different stages of evolution—solidifying personal goal to focus on large, mature enterprises (angel.co/p/richard-larson-4).

Lyrissa Barnett Lidsky

University of Missouri School of Law
(573) 882-3246 (office)

lidskyl@missouri.edu

ACADEMIC EMPLOYMENT

University of Missouri School of Law (2017-present)

- Dean and Judge C.A. Leedy Professor of Law (2017-present)

Awards/Recognition:

- Co-Reporter (with Dean Emeritus Robert Post), *Restatement of Defamation & Privacy*, American Law Institute, Jan. 2019-present
- 2020 Missouri Women's Justice Awards Woman of the Year (Missouri Lawyers Media)
- 2019 Black Law Students Association Award for Faculty Support
- 2018 Women's Law Association Carey Mae Carrol Award

University of Florida Fredric G. Levin College of Law (1994-2017)

- Associate Dean for Graduate and Non-JD Program (2016-17)
- Associate Dean for International Programs (2013-16)
- Stephen C. O'Connell Chair (2008-present)
- Associate Dean for Faculty Development (2005-06)
- University of Florida Research Foundation Professor (2001-03) (2005-07)
- Professor of Law (2000-present)
- Associate Professor of Law (1997- 2000)
- Assistant Professor of Law (1994-97)

Courses Taught: Logical Reasoning (for undergraduates), Torts, Media Law, Internet Law, Constitutional Law, Advanced Torts, Jurisprudence, Professional Responsibility, First Amendment Law, Business Torts, and Introduction to Lawyering

Teaching Awards: Teacher of the Year (2003, 2015) (awarded by students)
Faculty Graduation Speaker (2004, 2006, 2012) (selected by students)
Teacher of the Year (1996-97) (awarded by faculty committee)

Online Teaching: “Constitutional Protection for Freedom of Expression,” part of a MOOC developed by eight UF law professors (available on Coursera). The course, *The Global Student’s Introduction to US Law*, was selected from over 200 online courses to receive UF’s 2015 Quality Assurance Online Education Excellence Award.

Co-developed and co-taught, with Professor Danny Sokol, an online Advanced Sports Law course offered to graduate students at the University of Florida’s College of Health and Human Performance.

Co-developed and co-sponsored, with Professor Danny Sokol, a 2016 Spring Break course that paired law students with prominent alumni in the Miami area for unique experiential learning and networking opportunities.

Online Teaching Foundations Certification, 2020

Teaching Abroad: UF Study Abroad in France; UF Spring Break Course in Belize; UF Law Program in Warsaw, Poland

Decanal Administration Highlights:

Advancement

- Set a record for highest annual total and largest single gift in law school’s history in second year as dean
- Almost doubled fund-raising goals in each year as dean
- Doubled aggregate annual fund-raising
- Had highest number of graduates participating in university giving programs in 2018-19
- Reached 112 percent of fund-raising campaign goal in 2019, one year before end of campaign
- Partnered with the College of Arts & Sciences to establish Michael A. Middleton Center for Race, Citizenship, and Justice
- Raised funds for student lounge renovation to improve student experience

Admissions and Student Success

- 2021 incoming class credentials projected to be highest in law school’s history
- 2020 incoming class credentials = 3.68 GPA of 50th percentile (highest ever) vs. 3.49 in 2018 (with stable 50th percentile LSAT median of 158)
- 2019-20 percentage of women = 48/47 vs. 38 in 2018, representing highest percentages of women in law school’s history
- 2020 size of entering class = 118 vs. 90 in 2018
- Projected size of 2021 entering class = 135

- Added 3+3 Programs with Missouri State University, University of Central Missouri, and Southeast Missouri State University
- Continually focused on maintaining and developing pipeline programs to increase credentials, class size, and diversity
- Sponsored Missouri Statewide Pre-Law Diversity Conference in 2019
- Improved bar passage rates through student success program

Curricular Innovations

- Added a semester-in-practice program
- Added legal writing instruction credits
- Added law and technology course
- Added online LLM in Dispute Resolution and certificate program in Dispute Resolution; developing additional online program for international lawyers
- Expanded Veterans Clinic, which engages with 73 Missouri counties
- Added five undergraduate courses in law, including a course to allow students to receive credit while mastering the critical thinking skills required to excel on the Law School Admissions Test
- Expanded academic support programs for students
- Formed Culture and Climate Committee and established ambition agenda to improve law school climate for students from all backgrounds

Personnel and Budget Management

- Manage approximately seventy faculty and staff serving approximately 310 students
- Avoided laying off staff despite significant budget cuts in each of first four years as dean
- Added diverse faculty and staff, including a Visiting Assistant Professor and Director of Academic Success
- Prepared law school for transition to responsibility centered management budget model
- Added diversity to adjunct pool through new recruitment system

Campus and System-Wide Leadership Roles

- Member, MU System Free Expression Committee
- Co-Chair, Vice Chancellor of Advancement Search
- Member, Associate Vice Chancellor of Extension Search

Prior Leadership Training

- Participant, UF Advanced Leadership for Academics and Professionals Training Course (2015-2016) (selected by competitive process)
- Participant, Southeastern Conference Academic Consortium (SECU) Leadership Development Program Fellow (2015-2016) (selected by competitive process)

EDUCATION

The University of Texas School of Law (1990-1993)

- JD with High Honors (awarded to top 3% of class)
- Order of the Coif
- Articles Editor, *Texas Law Review*
- Outstanding Torts Note Award (for *Intrusion and the Investigative Reporter*)
- Townes-Rice Scholarship recipient (full academic scholarship)
- Aggie Bar Association Scholarship recipient
- Dean's Achievement Awards in Professional Responsibility and Labor Law

Fulbright Scholar: Cambridge University, England (1989-1990)

- Awarded grant to study medieval legal history and early development of the Common Law
- Attended courses in Jurisprudence, Law & Philosophy, and Legal History

Texas A&M University (1986-1989)

- BA *summa cum laude* in English and Political Science (GPA 4.0/4.0)
- President's Endowed Scholarship (highest award for academic achievement)
- Phi Kappa Phi Honor Society

PRIOR LEGAL EXPERIENCE

The Honorable Judge Joseph T. Sneed, United States Court of Appeals for the Ninth Circuit, San Francisco, Ca., Judicial Clerk (1993/94)

Cleary, Gottlieb, Steen & Hamilton, New York, N.Y., Summer Associate (1993)

Shea & Gardner, Washington, D.C., Summer Associate (1992)

Cohan, Simpson, Cowlshaw, Aranza & Wulff, Dallas, Tx., Summer Associate (1991/92)

Baker & Botts, Houston, Tx., Summer Associate (1991)

Van Os & Owen (labor and employment law), Austin, Tx., Law Clerk (1992/93)

BAR ADMISSION

State of Florida (since 1994)

U.S. Supreme Court (since 2017)

PUBLICATIONS


Books

- FIRST AMENDMENT LAW: CASES AND MATERIALS (Aspen)
(3d ed. 2017 with Ronald Krotoszynski, Jr, Christina E. Wells & Caroline Corbin).
(1st ed. 2008, 2d ed. 2013 with Ronald Krotoszynski, Jr, Steven Gey & Christina E. Wells).
- MASS MEDIA LAW: CASES AND MATERIALS (Foundation)
(9th ed. 2016 with Marc A. Franklin, David A. Anderson & Amy Gajda).
(7th ed. 2005 & 8th ed. 2011 with Marc A. Franklin & David A. Anderson).
- FREEDOM OF THE PRESS, Greenwood Press Series on the Constitution
(2004 with R. George Wright).
- TORTS: THE CIVIL LAW OF REPARATION FOR HARM DONE BY WRONGFUL ACT
(Matthew Bender) (2009, 2014 with Joseph W. Little & Robert Lande).

Book Chapters

- Recent Developments in the Law of Social Media, in COMMUNICATIONS LAW IN THE DIGITAL AGE 2014 (PLI) (November 2014)*
(Co-author: RonNell Andersen Jones).
- Recent Developments in the Law of Social Media, in COMMUNICATIONS LAW IN THE DIGITAL AGE 2013 (PLI) (November 2013)*
(Co-author: RonNell Andersen Jones).
- Recent Developments in the Law of Social Media, in COMMUNICATIONS LAW IN THE DIGITAL AGE 2012 (PLI) (November 2012)*
(Co-author: RonNell Andersen Jones).
- Legal Pitfalls of Social Media Usage, in SOCIAL MEDIA: USAGE & IMPACT*
(Hana Noor Al-Deen & John Allen Hendricks, eds., 2011)
(Co-Author: Daniel C. Friedel).

Articles

- Reputation Matters: Revisiting the Social Foundations of Defamation Law,*
__ COMM. L & POL'Y __ (2020).
- Symposium Foreword: Whither the Fourth Estate?* 83 MO. L. REV. 907 (2018).
- #I  U: Considering the Context of Online Threats,* 106 CAL. L. REV. 1885 (2018).
(Co-author: Linda Riedemann Norbut).

Reclaiming the Fourth Estate

(Work in progress: abstract available).

You as a Brand: A Legal History, JOTWELL (2016)

(reviewing SAMANTHA BARBAS, *LAWS OF IMAGE: PRIVACY AND PUBLICITY IN AMERICA* (2015)).

U.S. Media Law Update, 20 *MEDIA & ARTS L. REV.* 461 (2015) (Australia)

(Co-author: Rachael L. Jones).

Onion DNS: A Seizure-Resistant Top-Level Domain

(Co-authors: Patrick Traynor, Rachael L. Jones et. al.)

Int. J. Inf. Secur. (2018) 17:645–660

Privacy and the New Press, JOTWELL (March 16, 2015)

(reviewing AMY GAJDA, *THE FIRST AMENDMENT BUBBLE: HOW PRIVACY AND PAPARAZZI THREATEN A FREE PRESS* (2015)), <http://conlaw.jotwell.com/privacy-and-the-new-press>.

Who is the Reasonable Reader in a Networked World?, 23 *VA. J. OF SOC. POL'Y & L* 156

(2016) (co-author: RonNell Andersen Jones), available at

<http://scholarship.law.ufl.edu/cgi/viewcontent.cgi?article=1771&context=facultypub>.

Reviewed by Prof. Ann Bartow for JOTWELL (2016), available at

<http://cyber.jotwell.com/2016/05/>.

Not a Free Press Court? 2012 *B.Y.U. L. Rev.* 1819 (2012) (symposium), available at ssrn:

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2161037.

How Not to Criminalize Cyberbullying, 77 *MO. L. REV.* 693 (2012)

(Co-author: Andrea Pinzon) (symposium), available at ssrn:

http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2097684.

Public Forum 2.1: Public Higher Education Institutions and Social Media, 14 *FL.*

COASTAL L. REV. 55 (2012) (symposium) (Co-author: Robert Jerry II).

U.S. Media Law Update, *MEDIA & ARTS L. REV.* (2012) (Australia).

Incendiary Speech and Social Media, 44 *TEX. TECH L. REV.* 147 (2011) (symposium).

Public Forum 2.0, 91 *BOSTON U. L. REV.* 1975 (2011), available at ssrn:

<http://papers.ssrn.com/abstract=1787962>.

Government Sponsored Social Media and Public Forum Doctrine: Perils and Pitfalls, 19

THE PUBLIC LAWYER 2 (Summer 2011).

- U.S. Media Law Update*, MEDIA & ARTS L. REV. (2010) (Australia).
- Anonymity in Cyberspace: What Can We Learn from John Doe?*, 50 BOSTON COLLEGE L. REV. 1373 (2009), available at ssrn: <http://ssrn.com/abstract=1481280>.
- Nobody's Fools: The Rational Audience as First Amendment Ideal* 2010 U. ILL. L. REV. 799 (2009), available at ssrn: <http://ssrn.com/abstract=1365979>. Reprinted in FIRST AMENDMENT LAW HANDBOOK, 2010-2011 EDITION (Rodney Smolla, ed.).
- Where's the Harm?: Free Speech and the Regulation of Lies*, 65 WASH. & LEE L. REV. 1091(2008), available at ssrn: <http://ssrn.com/abstract=1397611>.
- The Phases and Faces of the Duke Lacrosse Controversy: A Conversation*, 19 SETON HALL SPORTS & ENT. L.J. 181 (2009) (published remarks).
- U.S. Media Law Update*, 13 MEDIA & ARTS L. REV. 383 (2008) (Australia).
- Medium-Specific Regulation of Attorney Advertising: A Critique*, 18 FL. J. L. & PUBLIC POLICY 259 (Fall 2007) (Co-Author: Tera Peterson), available at <http://ssrn.com/abstract=1021278>.
- U.S. Media Law Update*, 12 MEDIA & ARTS L. REV. 387 (2007) (Australia).
- Authorship, Audiences and Anonymous Speech*, 82 NOTRE DAME L. REV. 1537 (2007) (Co-Author: Thomas F. Cotter), available at <http://ssrn.com/abstract=925736>.
- Brandenburg and the United States War on Incitement Abroad: Defending a Double Standard*, 37 WAKE FOREST L. REV. 1009 (2002).
- Cybergossip or Securities Fraud? Some First Amendment Guidance in Drawing the Line*, 5 wallstreetlawyer.com 15 (Glasser Legal Works 2001), reprinted at www.ucdavis.bizlawjournal.edu. (Co-author: Michael Pike).
- Silencing John Doe: Defamation and Discourse in Cyberspace*, 49 DUKE L.J. 855 (2000), available at <http://ssrn.com/abstract=1147726>.
- Book Review, *The Reasonable Woman and the Warrior Code*, in Jurist: Books-on-Law (www.jurist.law.pitt.edu/lawbooks/reviews.htm) (2000).
- Prying, Spying and Lying: Media Intrusions and What the Law Should Do About Them*, 73 TUL. L. REV. 173 (1998), available at <http://ssrn.com/abstract=241031>.
- Book Review, *SLAPPS: Getting Sued for Speaking Out*, in FREE SPEECH YEARBOOK (1997) (Co-author: Joseph Beatty).
- Defensor Fidei: Robert Summers' Post-Realist Formalism*, 47 FLA. L. REV. 815 (1995).

Maintaining Order in the Post-Strike Workplace: Employee Expression and the Scope of Section 7, 15 BERKELEY J. OF EMPLOYMENT AND LABOR LAW 87 (1994).

Intrusion and the Investigative Reporter, 71 TEX. L. REV. 433 (1992).

Selected Publication Activities

[Dean Lyryssa Lidsky on the Nicholas Sandmann Litigation](#), Reason: The Volokh Conspiracy, Aug. 8, 2020.

[Trump Can't Censor 'Disfavored Voices' on Twitter, Court Finds](#), St. Louis Today, July 17, 2019.

[Twitter as Public Forum: The Limits of the Trump Ruling](#), Law360.com., May 31, 2018.

Newsletter Article, *European Court of Human Rights Favors Privacy Over Right to Publish Truthful Information Obtained from Public Records*, Media Law Resource Center, October 2015. Republished and available at <https://facultyblogs.law.ufl.edu/author/lidskyufl-edu//>

Magazine Article, *How Not to Respond to Bad Reviews*, BUSINESS IN THE HEART OF FLA. MAG., April 2015 (co-author Rachael L. Jones).

SELECTED PROFESSIONAL ACTIVITIES AND ASSOCIATIONS

Co-Reporter (with Dean Emeritus Robert Post), *Restatement of Defamation & Privacy*, American Law Institute, Jan. 2019-present.

Moderator, KU Media and the Law: *All the World's a (Public) Stage: Is a Viral Figure a Public Figure?* Apr. 2021.

Speaker, Palm Beach County Lawyers CLE, *What's Wrong with Defamation Law?* March 2021.

Speaker (with RonNell Andersen Jones), University of Texas, *Press Freedom Now*, March 2021.

Speaker (with Akhil Amar), Yale University, [Incitement and the First Amendment](#), Feb. 2021.

Keynote Lecture, University of Cincinnati College of Law, [Restating Defamation Law for the Twenty-First Century](#), Oct. 2020.

Speaker (with Dean Erwin Chemerinsky), *The Future of Free Speech*, Washington University, Jan. 2020.

Speaker, *Danger, Drama, and Self-Defeat? Diagnosing What Faces "The Press,"* AALS Annual Meeting, Jan. 2020.

Executive Committee, AALS Section on Technology, Law and Legal Education

Moderator, *Deans' Workshop: Building Relationships with the University,* AALS Annual Meeting, Jan. 2020.

Moderator, *Gender Equity at Work,* AALS Annual Meeting, Jan. 2020.

Participant, Law Immersion Day Pipeline Program, St. Louis University Law School, Nov. 2019.

Invited Participant, *Roundtable on Law's Future,* Northwestern University Law School, Sept. 2019.

Speaker, *What You Should Know about the First Amendment,* Springfield Mini-Bar Lecture Series, Sept. 2019.

Speaker, *Strategies for the Dean Search Process,* UVA Law, July 2019.

Speaker, *The First Amendment Today,* Springfield Bar Association, May 2019.

Speaker, *First Amendment Controversies,* Missouri Bar Podcast, April 2019.

Speaker, *Social Media Ethics,* Pay-It-Forward Fundraiser to Support Public Interest Law, Boone County Bar, Feb. 2019.

Debate Participant (with Dean Emeritus Robert Post), *Free Speech on Campus,* University of Utah, Nov. 2018.

Speaker, Bartee Lecture, Missouri State University, September 2018.

Speaker, *When Protest Becomes Incitement,* Missouri Bar Civic Education Program, June 2018.

Speaker, *First Amendment Seminar,* Florida Bar Meeting, June 2018.

Speaker, *The Constitutional Dilemmas of Big Tech,* American Constitution Society, June 2018.

Speaker, *The Year of Saying Yes,* ABA New Deans Workshop, June 2018.

Keynote Speaker, *The State of Legal Education,* Missouri Bar Meeting, May 2018.

Speaker/Moderator, Hurly/Price Sloan Symposium, National Press Club, April 2018.

Speaker, *The Future of Media & Entertainment: Legal & Entrepreneurial Views*, BETR Symposium, MizzouLaw, March 2018.

Speaker, *Fake News, Alternative Facts, and the Future of Journalism*, AALS Annual Meeting, Jan. 2018.

Speaker, *What Department Chairs Should Know about the First Amendment*, Univ. of Missouri, Sept. 2017.

Speaker, *Trump and the First Amendment*, SEALS, August 2017.

Participant, *Reclaiming the Fourth Estate*, Yale Free Expression Scholars Conference, April 2016.

Speaker, *Considering the Context of Online Threats*, Fordham Law School Symposium, March 2017.

Speaker, *The Internet's Role in National Security & Privacy*, Response to Remarks of Professor Robert Turner, Federalist Society Presentation, University of Florida, February 2017.

Speaker, *Considering the Context of Online Threats*, Meitar Liguornik Geva Leshem Tal Workshop, Tel Aviv University, January 2017.

Speaker, *President Trump and Freedom of the Press*, Hot Topic Program, AALS Annual Meeting, January 2017.

Speaker, *What is Newsworthy and of Public Interest: A World View*, Law and Society Association Annual Meeting, June 2016.

Participant, *Reclaiming the Fourth Estate*, Yale Free Expression Scholars Conference, April 2016.

Chair-Elect, AALS Section on Defamation and Privacy, 2016-present.

Executive Committee Member, AALS Section on Mass Communications Law, 2016-present.

Speaker, *Summer Olympics 2016: IP, Newsgathering and Content Challenges*, Media Law Resource Center Conference on Legal Issues Concerning Hispanic and Latin American Media, March 2016.

Speaker, *Symposium on Social Media and the Law: Public, Private and Personal*, University of Virginia Journal of Social Policy & the Law and University of Virginia Journal of Law & Technology, February 2016.

Speaker, *How U.S. Drone Regulation May Affect Journalism*, Drone Journalism Conference, Pontificia Universidad Católica, Chile, October 2015.

Speaker, *Social Media and Legal Ethics*, University of Costa Rica, June 2015.

Speaker, *Journalism after Ferguson*, Law and Society Conference, May 2015.

Speaker, *The 40th Anniversary of Cox Broadcasting v. Cohn: New Challenges From the Right to Be Forgotten*, ABA Forum on Communications Law, Feb. 2015.

Speaker, *Faculty Conversation with Justice John Paul Stevens*, University of Florida, January 2015.

Dissertation Committee Member (Sandra Schmitz), University of Luxembourg, July 2014.

Speaker, *Social Media at UF*, Administrative Professionals Association, Oct. 2014.

Judge, IT-Lex Technology Law Writing Contest, May 2013.

Speaker, *Using Cyberlaw Issues and Tools to Teach Lawyering Skills*, Global Legal Skills Conference, May 2014.

Speaker, *How Social Media Cases Are Reshaping Defamation Law*, University of Melbourne (Australia) Comparative Media Law Conference, April 2014.

Attendee, *Legal Issues Concerning Hispanic and Latin American Media*, Media Law Resource Center, March 2014.

Speaker, *The Press and Constitutional Self-Help*, University of Georgia Symposium on the Fiftieth Anniversary of *New York Times v. Sullivan*, November 2013.

Speaker, *Hot Issues in Social Media Law*, Practicing Law Institute: Communications Law in the Digital Age, November 2013.

Speaker and Moderator, IT-Lex E-Discovery Conference, October 2013.

Speaker, *Cyberbullying Now*, Free Speech Discussion Forum at Luxembourg University Faculty of Law, May 2013.

Judge, IT-Lex Writing Contest, May 2013.

Commenter, Yale Free Expression Scholars Conference, May 2013.

Speaker, *Social Media, Journalism, and Free Speech*, UF Women Donors Conference, April 2012.

Speaker, *Should False Statements of Fact Be Protected Under the First Amendment?*, UF Journal of Law and Public Policy Symposium on Media Law, March 2012.

Speaker, *Social Media and Free Speech: The Good, the Bad, & the Unprotected*, UF Community Leaders Breakfast, February 2012; Eighth Judicial Circuit Bar Association, March 2012.

Speaker, *Social Media in the Workplace*, Association for Academic Women, February 2012.

Abrams Speaker, *How Not to Criminalize Cyberbullying*, Yale Information Society Project, December 2012.

Speaker, *Videotaping Police, Wiretapping Laws & the First Amendment*, ABA Teleconference, December 2012.

Speaker, *Hot Issues in Social Media Law*, Practising Law Institute: Communications Law in the Digital Age, November 2012.

Speaker, *Not a Free Press Court?*, The Supreme Court and the Press Symposium, Brigham Young University Law School, January 2012.

Speaker, *Cyberbullying*, Missouri Law Review Symposium, University of Missouri Law School, February 2012.

Speaker, *Free Press Issues in Cyberspace*, Florida Coastal Law Review Symposium, Florida Coastal Law School, March 2012.

Speaker, *The Press Clause Today*, Southeastern Association of Law Schools, July 2011.

Speaker, Teleconference on Government Sponsored Social Media, Government and Public Sector Lawyers Division, American Bar Association, June 2011.

Speaker, *First Amendment Developments in the U.S. Supreme Court*, Florida Bar Annual First Amendment Law Symposium (2004-2009, 2011-present).

Lecturer, Themis Bar Review, *Florida Professional Responsibility*, 2011, 2012.

Speaker, *Criminal Law, The Internet, and the First Amendment*, Texas Tech Law School, April 2011.

Speaker, *Public Forum 2.0*, Florida International University Law School, Jan. 2011.

Speaker, AALS Section on Mass Communication, *The First Amendment of Chief Justice Roberts*, Jan. 2011.

Presenter, Michigan State University, Bits Without Borders: Law, Communications & Transnational Culture Flow in the Digital Age, *All the President's Tweets*, Sept. 2010.

Speaker, UF Constitution Day, *Social Media and the First Amendment*, Sept. 2010.

Distinguished Alumnus Award Recipient, Duke University Talent Identification Program, May 2010.

Speaker, Law & Society Conference, *Government-Sponsored Social Media*, May 2010.

Moderator, UF Music Law Conference, March 2010.

Panelist, *Convergences and Conversions: The Merchant of Venice Into the Twenty-First Century*, Interdisciplinary Conference at the University of Florida, March 2010.

Panelist, AALS Section on Women in Legal Education, *The First Amendment Meets Cyberstalking Meets Character and Fitness*, January 2010.

Panelist, UF Law School, *Social Media: Promises & Perils*, January 2010.

Participant and Speaker, Boston College Law Review Symposium, *Reputation and Property Meet the First Amendment*, Panel on Anonymity in Cyberspace, April 2009.

Speaker, Southeastern Association of Law Schools Conference, *Con Law Update*, July 2008, 2009.

Faculty Presentation, Wm. Mitchell Law School, *The Implied Audience of First Amendment Speech*, April 2008.

Participant and Speaker, First Amendment Discussion Forum, University of Louisville Brandeis School of Law, *Holocaust Denial*, December 2007.

Faculty Presentation, University of Georgia College of Law and College of Journalism, *Authorship, Audience, and Anonymous Speech*, October 2007.

Speaker, American Constitution Society Student Forum, *Avoiding Liability for Internet Speech*, March 2008.

Speaker, UF ACS-ACLU Panel, *Tasers and Free Speech*, November 2007.

Speaker, Florida Law Review Fall Symposium, *The Reporter's Privilege Today*, 2006.

Speaker, *The 2005-2006 Supreme Court Term*, Southeast Association of Law Schools Conference, Palm Beach, Florida, 2006.

Moderator, Panel Discussion, University of Florida Symposium, *Data Devolution*, 2006.

Congressional Testimony: *Oath-Taking, Truth-Telling & Remedies in the Business World*; Subcommittee on Commerce, Trade and Consumer Protection (July 26, 2002).

CITATIONS BY COURTS TO PUBLISHED ARTICLES OR BOOKS

Supreme Court of Canada:

Crookes v. Wikimedia Foundation, Inc, 2011 SCC 47 (2011).

Hong Kong Court of Final Appeal

Oriental Press Group Ltd v. Fevaworks Solutions Ltd, 2013 WL 3210032 (2013).

U.S. State Supreme Courts:

Sprague v. Spokane Valley Fire Dept., 409 P.3d 160 (Wash. 2018).

Kinney v. Barnes, 443 S.W.3d 87 (Tx. 2014).

Too Much Media, LLC v. Hale, 20 A.3d 364 (N.J. 2011).

Independent Newspapers, Inc. v. Brodie, 966 A.2d 432 (Md. 2008).

Doe v. Cahill, 884 A.2d 451 (Del. 2005).

Mathis v. Cannon, 573 S.E. 2d 376 (Ga. 2002).

Federal Courts of Appeals:

Davison v. Randall, 912 F.3d 666 (2d Cir. 2019).

U.S. v. Strandlof, 667 F.3d 1146 (10th Cir. 2012).

Michtavi v. New York Daily News et al., 587 F.3d 551 (2d Cir. 2009).

Lefkoe v. Jos. A. Bank Clothiers, Inc., 577 F.3d 240 (4th Cir. 2009).

State Intermediate Appellate Courts:

Doe. v. Mahoney, 418 P.3d 1013 (Az. Ct. App. 2018).

Mitchell v. Md. Motor Vehicle Admin., 2016 WL 6311749 (Md. Ct. App. 2016).

Roberts v. Mintz, 2016 WL 3981128 (N.J. Super. Ct. App. Div. July 26, 2016).

Eisenstein v. WTVF-TV, 2016 WL 2605752 (Tenn. App. May 3, 2016).

Hadley v. Doe, 12 N.E.3d 75 (Ill. App. 2014).

Chaker v. Mateo, 147 Cal. Rptr. 3d 496 (2012).

Davis v. Fred's Appliance, Inc., 287 P.3d 51 (Wa. Ct. App. 2012).

Summit Bank v. Rogers, 142 Cal. Rptr. 3d 40 (2012).

Krinsky v. Doe 6, 72 Cal. Rptr. 3d 231 (Cal. App. 6th 2008).

Mobilisa, Inc. v. Doe, 170 P.3d 712 (Ariz. App. Div. 2008).

Klehr Harrison et. al. v. JPA Development, Inc., 2006 WL 37020 (Pa. Com. Pl., 2006).

Polito v. AOL TimeWarner, Inc., 2004 WL 3768897 (Pa. Com. Pl. 2004).

Barrett v. Rosenthal, 9 Cal. Rptr. 3d 142 (Cal. App. 4th 2004).

Varian Medical Systems, Inc. v. Delfino, 6 Cal. Rptr. 3d 325 (Cal. App. 4th 2003).

Melvin v. Doe, 29 Media L. Rptr. 1065 (Pa. Com. Pl. 2000).

Federal Trial Courts:

Tah v. Global Witness Publ'g Inc, 2019 WL 4737116 (D. D.C. Sept, 27, 2019).

Log Creek, LLC v. Kessler, 717 F. Supp.2d 1239 (N.D. Fla. 2010).

Quixtar, Inc. v. Signature Management Team, LLC., 2008 WL 2721265 (D. Nev. 2008).

Albright v. Morton, 321 F. Supp. 2d 130 (D. Mass. 2004).

In Re Baxter, 2001 WL 34806203 (W.D. La. 2001).

Agnant v. Shakur, 30 F. Supp. 2d 420 (S.D.N.Y. 1998).

ACADEMIC AND COMMUNITY SERVICE (1994-2017)

Service to the Law School (as Faculty Member)

Liaison to Florida Alumni Tax Advisory Committee (2016-2017)

Co-organizer of an interdisciplinary conference hosted by the University of Florida and the University of Havana and held in Havana, Cuba (2016)

Recruiter of LL.M. students, N.Y. Recruiting Forum (2016)

Recruiter of LL.M. students, Education USA fairs in Ecuador and Colombia (2015)

Strategic Planning Committee (2015-16)

Distance Education Committee (2015-16)

Ex Officio Member of International Programs Committee (2013-present)

Organizer of “Foreign Enrichment” law courses, including Global Cyberlaw in 2014 and Business and Legal Environments of Latin America in 2015.

Negotiator of student and faculty exchange agreements with various international universities. (2013-present)

Recruiter of and advisor to students and faculty about international exchange and study abroad opportunities. (2013-present)

Drafter of UF Law’s Strategic Plan for International Programs (2014-2015), working in conjunction with the Committee on International Programs & Comparative Law (2013-present). Plan adopted by faculty in 2015.

Faculty Mentor (2000-present). Advisor to untenured colleagues about scholarship, teaching, and the tenure process

Director of Study Abroad Program (France) (Summer 2014)

Law School Dean Search Committee (2013-14)

MOOC Committee (2014) (involved in planning and execution of online course that reached over 19,000 students in its first offering)

Chair of Appointments Committee (2011-2013; 2006-2007)

Appointments Committee (1996-1997, 2000-2003; 2006-2007; 2008-2009; 2011-2013)

Chair of Library Director Search Committee (2010)

Promotion & Tenure Committee (Fall 2009, 2003-2005)

Journal Advisory Committee (Fall 2009)

Student Admissions Committee (2007-2008)

Women's Mentoring Program (2005-2006)

Pro Bono Committee (2003-2004)

Chair, Professionalism Committee (1999-2000)

Faculty Development Committee (Fall 1998, 2004-2006)

Professionalism Committee (Fall 1998-present)

Honor Committee (1994-96)

Externship Supervisor and Independent Study Supervisor (numerous years)

Involvement with Student Organizations

Faculty Advisor to: Law School Running Club (2016); International Law Society (2013-present); Sports Law Symposium (2013-2015); Journal of Technology Law & Policy (2011-2012); Journal of Law and Public Policy (2006-2007); Entertainment Law Review (2006-2009); Journal of Technology Law and Policy (2005-2010); Student ATLA Chapter (2003-2004); UF College of Law Entertainment & Sports Law Society (1997-98); Law Association for Women (1996-1998)

Speaker/Moderator for various events hosted by student organizations, including the Federalist Society, the American Constitution Society, the Law Association for Women, the Florida Law Review, and OUTLAW

Organizer of Spanish Conversation Club (2014-15) and Student Running Club (2008-2014)

Service to the University

Brechner Center Director Search Committee, College of Journalism (2016-2017)

UF International Center Advisory Committee (2014-present)

Advisory Board, Center for European Studies (2014-present)

University Senate (1996-97, 1997-98)

Women's Mentoring Program (2008-2010)

Partner, University Center of Excellence in Developmental Disabilities (2005)

Participant, Ethics Panel Discussions (Fall 1995 & Spring 1995)

Thesis & Dissertation Committee Member, College of Journalism (Fall 1996-2017). Served as committee member for the thesis and dissertation committees of numerous graduate students.

Academic Service outside the University of Florida

Fulbright Reading Panel (2014-2015). Assisted with rating of applicants for Fulbright awards to study law in the United States.

Recognized as Distinguished Alumnus of Duke Talent Identification Program (2011). Assisted with presentations of awards to TIP students.

Editorial Board Member, *Communications Law and Policy* (peer-reviewed law journal) (2011-present). Reviewed articles for publication.

Tenure Reviewer (2003-present). Reviewed the work of numerous scholars of First Amendment Law, Media Law, and Cyberlaw.

PERSONAL

Karen Sloan, *Law Dean Takes Her Breast Cancer Fight to Twitter*, Apr. 11, 2019.

Jessica Shumaker, *"It's Changed Me as a Person": Mizzou Law Dean Lyrissa Lidsky Reflects on Experience with Breast Cancer*, MO. LAWYERS MEDIA, Oct. 14, 2019.

Bryanna Barber, *An Unlikely Force Brought MU's Law School Together: The Dean's Cancer Battle*, COLUMBIA MISSOURIAN, May, 2, 2019.

6 May 2021

Dear Presidential Search Committee Members,

Please accept this letter as my application to be the next president of Florida State University.

Currently I am the 17th Dean of the University of Missouri School of Law, a Reporter to the Restatement (Third) of Torts, an award-winning teacher, and a nationally and internationally recognized scholar of defamation and free expression in social media. Prior to becoming a dean at Mizzou, I spent 23 years as a professor and administrator at the University of Florida, where I taught thousands of law students, many of whom are leaders of the state of Florida today.

My history of providing administrative leadership at AAU, R1 universities, coupled with my deep connections in and love of the state of Florida, prepare me well to lead FSU to join the top ten best comprehensive public research universities in the United States.

I became a dean because I wanted to help more students realize their dreams through the transformative power of public education. I am a fanatical believer in the power of public higher education to unlock human potential and improve lives because I have experienced that power in my own life.

Despite growing up in a remote and dusty Texas oilfield town, I received a superb education thanks the visionary leadership of a university president at Texas A&M and a law school dean at the University of Texas as well as the generosity of their alumni. A President's Endowed Scholarship funded my undergraduate education, and the funding of my law school education resulted in large part from meeting Dean Mark Yudof of UT Law in a parking lot following a speech he gave at Texas A&M. That meeting resulted in a correspondence between us while I did my Fulbright studying medieval legal history at Cambridge; almost a year after our first meeting, Dean Yudof contacted me to tell me I had been awarded a full scholarship to law school.

That scholarship changed the trajectory of my life. It enabled me to take my dream job as a law professor at the University of Florida at the age of 25 instead of taking a higher-paying position at a New York corporate law firm. It enabled me to dedicate my life to engaging with the world of ideas and teaching and inspiring students to do the same. I have been grateful every day since, and my desire to make a similar difference in the lives of the students I'm responsible for is the reason I'm a dean today and the reason I want to be FSU's president tomorrow.

Please allow me to describe a few of my experiences that prepare me to lead FSU.

I have spent my entire academic career at public, R1, AAU, land-grant universities within the Southeastern Conference. As comprehensive public research universities, both the University of Florida where I was a professor for 23 years and the University of Missouri where I've been dean for almost five share similar priorities and institutional structures. Like FSU, they strive to compete for federal research dollars; create intellectual communities that attract top faculty and graduate students; foster the academic success of undergraduates; provide affordable access for all talented students; diversify students, faculty, and staff; innovate within classrooms; and attract the resources necessary to compete successfully with national peers. Likewise, all these universities strive to fulfill their missions by reimagining how they engage with and serve the citizens of their states.

Although my job as dean is smaller in scope than that of a university president, my challenges are a microcosm of theirs. As both a dean and associate dean, I have led strategic planning and executed dramatic changes involving every aspect of legal education, including admissions, academic success, bar exam passage, job placement, and communications. I have developed new and innovative programs, including online programs, and brought them to fruition through shared governance. I have recruited and taught international students in Poland, France, Chile, Colombia, Ecuador, and Costa Rica and brought to fruition a conference in Cuba partnering high-profile alumni, judges, and administrative leaders with their Cuban counterparts. I have enhanced research productivity both as dean and associate dean, and I have developed new strategies and programs to foster diversity, equity, and inclusion.

An excellent illustration of my capacity for change management was the process by which I led the overhaul of the admissions strategy at Mizzou Law. Although I had a good idea of what needed to be done when I started as dean, I invested time in making sure my diagnosis was correct and building credibility with my faculty and staff. In addition to consulting widely within my law school, I enlisted expert advice from outside to develop a roadmap for change. Even so, not everyone was prepared to change until I was able to harness enough buy-in to overcome opposition. I am proud to say the changes were a resounding success: not only has our enrollment grown by over 50 percent, but this year we also matriculated the most highly credentialed class in our history. Moreover, based on seat deposits, it appears that next fall's class will be even more highly credentialed, and we will matriculate by far the highest percentage of women ever (over 50 percent in 2021 versus no more than 42 percent before I became dean).

In the meantime, roughly 15 percent of our students come from diverse backgrounds, and we have implemented a number of innovative pipeline programs to recruit and enroll even more. For example, I'm proud of our leadership in sponsoring a statewide pre-law diversity conference, our concentrated recruiting at historically black colleges, and our efforts targeted at high schools with diverse student bodies. I'm also proud that I've led from the front in many of these initiatives. I developed an undergraduate course designed to give students credit while training them in the critical thinking skills necessary to excel on the Law School Admission Test. This course not only helps the law school identify and recruit talented undergraduates; it also gives first-generation students, many of whom are students

of color, access to expert advice about law school and the legal profession. I taught the course for the first time in Summer 2020. Taking the course led some diverse students who never intended to apply to Mizzou Law to apply and commit to enroll. Moreover, it enabled some students to raise their LSAT scores by as much as 15 points. That's a life-altering difference! This course helps level the playing field between students wealthy enough to afford private instruction and students of modest means, and I hope this idea can inspire other law schools to help prospective students in this way.

In addition to leading change and creating access to law school and the legal profession for diverse students, I have worked successfully as dean to engage alumni and seek their support to improve the law school. I truly love fund-raising because I enjoy meeting and learning from people from all walks of life and helping them find ways to make a difference for our university with their philanthropy.

Prior to the pandemic, I spent at least half my time fund-raising. In fact, if I were a development officer, I would have ranked among our top development officers at Mizzou for number of contacts with alumni. My development team and I set a record for the highest annual total and largest single gift in the law school's history in my second year as dean. We have raised as much money in the last four years as the law school raised in the prior eight. We also are proud to have had the highest number of graduates participating in university giving programs last year, even though we are a relatively small college. During the university's capital campaign, we exceeded our goal a year early. We accomplished all this despite the fact that I knew no alumni before moving to Missouri, and I attribute our success to our tirelessness and our drive to constantly improve the law school and the ways we tell the story of those improvements, not to mention the loyalty and dedication of our wonderful alumni.

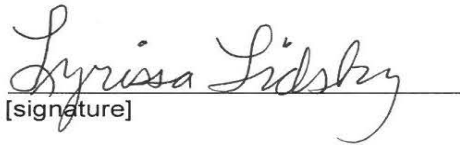
As my recounting of some of my experiences suggests, my leadership style flows from the fact that my mission is and always has been making a positive difference for students by providing them an education that allows them to compete on the global stage. As a leader, my job is to make sure my mission is the mission of the faculty, staff, and supporting stakeholders of my institution. My role is to inspire and invigorate everyone with whom I come in contact and to hold people accountable when they do not put forth their best efforts to benefit our educational mission.

Having served under many different kinds of leaders, I know that optimistic, energetic, self-aware, and forward-looking servant-leaders engender hope, build connections, and generate the momentum necessary to overcome challenges. These leaders know the truth of Robert Gates' words: "Core to leadership is the ability to relate to people -- to empathize, understand, inspire and motivate." An institution's most precious assets are its people and its reputation, and transformative leaders learn to value and promote the accomplishments of their people tirelessly. Effective academic leaders, in particular, learn to tell the stories of faculty, students, and staff to broader audiences, including former students, public officials, academic peers, the media, and fellow citizens. To do so, however, the leader must know what those stories are, and this is only possible by being curious, gathering information

broadly, and listening carefully to all stakeholders. This process is how excellence builds on itself, and it is what I will bring to the table if selected as FSU's next president.

If FSU is to continue on its trajectory to take its rightful place among the nation's top institutions, it must constantly reinvigorate its traditions. In a country facing the largest racial justice movement since the Civil Right Movement, FSU's next leader must leverage the diversity of our nation by tirelessly recruiting the best and the brightest and then making them feel included on its campuses. In a country still facing the greatest public health challenge since 1918, FSU's next leader must strengthen the university's commitment to providing cutting-edge health solutions. In an academic environment too long wedded to the status quo, FSU's next leader must inspire its faculty to restructure and innovate to reach new audiences with their expertise. In an economy characterized by tremendous income inequality, FSU's next leader must prioritize the recruitment, funding, retention, and graduation of Pell-eligible and other vulnerable students. In a culture riven by partisanship, FSU's next leader must unite the university's stakeholders around their common commitments to academic excellence, and she must tirelessly work to fund these innovations and have FSU recognized as one of the best universities in the world.

Sincerely,



[signature]

Lyriisa Barnett Lidsky

Dean and Judge C.A. Leedy Professor of Law
University of Missouri School of Law

Richard D. McCullough

Harvard University

Cambridge, MA 02138

Office (617) 496-9566

ACADEMIC APPOINTMENTS

- 2012-Present: Vice Provost for Research, Harvard University
- 2013-Present: Professor of Materials Science and Engineering, Harvard University
- 2007-2012: Vice President for Research, Carnegie Mellon University
- 2001-2007: Dean, Mellon College of Science, Carnegie Mellon University
- 1998-2001: Head of Chemistry, Carnegie Mellon University
- 2009-2012: Thomas Lord Professor of Chemistry, Carnegie Mellon University
- 1998-2009: Professor of Chemistry, Carnegie Mellon University
- 1996: Visiting Professor, University of Copenhagen
- 1995-1998: Associate Professor of Chemistry, Carnegie Mellon University
- 1990-1995: Assistant Professor of Chemistry, Carnegie Mellon University

BOARD AND LEADERSHIP POSITIONS

- 2020-2021: Managing Director, Center for Advanced Biological Innovation and Manufacturing, a Public Benefit Corporation
- 2020: Research Continuity External Review Committee, Stanford University
- 2018-Present: Scientific Advisory Board, Villum Foundation, Denmark
- 2018-Present: Massachusetts Life Sciences Strategy Board
- 2018-Present: Chairman of the Board of Directors, National Science and Engineering Council of Canada, Green Electronics Network
- 2018-Present: Board of Directors, Higgins Trust
- 2013-Present: Executive Committee, The Broad Institute, Stanley Center for Psychiatric Research
- 2012-Present: Scientific Advisory Board, Massachusetts General Hospital

2012-Present: Board of Directors, Wyss Institute for Bio-inspired Engineering, Harvard University

2012-Present: Collaborative Coordination Board, Broad Institute

2012-Present: Board of Directors, Ragon Institute

2012-Present: Executive Advisory Board, CATALYST, Center for Science and Translational Medicine, Harvard Medical School

2012-Present: Board of Directors, Harvard Global

2010-Present: Board of Directors (Executive Chairman) and Founder Liquid X Printed Metals

2012-2019: Board of Directors, Brookhaven National Lab

2017: Princeton University Provost's Advisory Board on Research and Innovation

2016: Washington University at St. Louis Advisory Board on Technology Transfer and Innovation, Chair

2002-2014: Board of Directors, Chief Scientist Officer, and Founder Plextronics, Inc.

2013: Oxford University Innovation Working Group an Advisory Board on Knowledge Exchange, Technology Transfer, and Innovation

2013: Georgia Institute of Technology Polymer Network Advisory Board

2011-2012: Board of Directors, Department of Energy Innovation Hub on Sustainable Buildings

2009-2012: Board of Directors, Pittsburgh Tissue Engineering Institute

2008-2012: Board of Directors, Innovation Works

2008-2012: Board of Directors, Pittsburgh Life Sciences Greenhouse

2001-2012: Board of Directors, Mellon Pittsburgh Corporation

2008: Advisory Board, Nanoscience Center, University of Central Florida

2004-2006: University of Washington Nanotechnology Center Advisory Board

1999-2000: Scientific Advisory Board, BF Goodrich Performance Materials

EDITORIAL BOARDS

- 1998-Present: Editorial Board, *Advanced Materials*
- 2015-Present: International Editorial Board, *Advanced Electronic Materials*
- 2015-Present: Editorial Board, *EC Chemistry Journal*
- 2010-Present: Editorial Board, *Organic Chemistry: Current Research*
- 1994-2000: International Advisory Board, *Journal of Materials Chemistry*

EDUCATION

- 1988-1990 Postdoctoral Fellow, Columbia University, New York, NY
Research Advisor: Professor Ronald Breslow
- 1982-1988 Ph.D., Organic Chemistry, The Johns Hopkins University, Baltimore, MD
Research Advisor: Professor Dwaine O. Cowan
- 1979-1982 B.S., Chemistry, The University of Texas at Dallas
- 1977-1979 Eastfield Community College

HARVARD UNIVERSITY LEADERSHIP COMMITTEES

- 2020-Present: Climate Change Planning Committee-Chair
- 2020-Present: Harvard University and Hospitals Lab Reopening Committee-Chair
- 2020-Present: Research Compliance and Policy Committee-Chair
- 2020-Present: Harvard University COVID-19 Task Force
- 2019-Present: Center for Advanced Biological Innovation and Manufacturing
- 2019-Present: Harvard Corporation's Honorary Degree Committee
- 2018-Present: Oversight of Sensitive Collaboration and Research Programs, Co-Chair
- 2018-Present: Provost Council
- 2015-Present: Harvard i-Lab Life Lab Start-up Selection Committee
- 2014-Present: Allston Campus Academic Planning Committee
- 2012-Present: Gift Policy Committee
- 2012-Present: Oversight of New Educational and Research Programs, Chair
- 2012-Present: University Risk Management Committee
- 2012-Present: Information Security Oversight Committee
- 2014-2016: Enterprise Research Campus Committee, Co-Chair

GOVERNMENT LEADERSHIP COMMITTEES

- 2018-Present: National Academy of Science Roundtable Committee on Open Science
- 2019: White House Summit on America's Bio-economy
- 2018: White House Summit on America's Future in Quantum Computing
- 2017-2018: AAU Committee on Technology Transfer and Intellectual Property Assets
- 2008-2011: Co-Chair, Department of Commerce-Emerging Technology and Research Advisory Committee on Export and Deemed Export Control

PRINCIPAL RESEARCH INTERESTS

Printable electronic materials, including the discovery and development of regioregular polythiophenes and commercial, reactive metal inks. Regioregular polythiophene has been among the most highly studied materials in the past two decades.

HONORS

2021	Hall of Fame, <i>Advanced Materials</i> for groundbreaking research discoveries
2013	National Academy of Inventors, Elected Fellow
2007	American Chemical Society Pittsburgh Award
2006	Start-Up Entrepreneur of the Year Award Carnegie Science Center's Awards of Excellence
2005	Alumni Achievement Award, University of Texas, Dallas
2002	American Chemical Society Akron Award
1992	AT&T Special Foundation Award
1987	Sarah and Adolph Roseman Achievement Award in Research and Teaching

PLENARY LECTURES

2019	Plenary Lecturer, Academic Year Opening, Tilburg University
2012	Plenary Lecturer, 75 th year celebration of the Danish Academy of Technical Sciences
2012	Keynote Lecturer Solvay Conference
2011	Plenary Lecturer University Technology Entrepreneurial Network, Portugal
2010	Plenary Lecturer Indian National Energy Conference, IIT Kanpur
2010	Xerox Keynote Lecturer Canadian High Polymer Conference
2003	Murtiashaw Lecturer, University of South Carolina
2000	National Starch Keynote Nanotechnology Lecturer
1999	Bayer Keynote Lecturer, Bayer Polymer Symposium

SCIENTIFIC ACTIVITIES

185 Invited Lectures. 195 Publications (includes conference proceedings-not listed).

PUBLICATIONS

Google Scholar H index 54, i10 index 78, 16,460 citations

1. "An Approach to the Synthesis of TMTTeF," Cowan, D. O.; Lerstrup, K.; Veciana, J.; Rovira, C.; Bailey, A.; McCullough, R. *Mol. Cryst. Liq. Cryst.* **1985**, *102*, 285-294.
2. "Tellurium Containing Organic Metals," Cowan, D. O.; Mays, M.; Lee, M.; McCullough, R.; Bailey, A.; Lerstrup, K.; Wiygul, F.; Kistenmacher, T.; Poehler, T.; Chiang, L.-Y. *Mol. Cryst. Liq. Cryst.* **1985**, *125*, 191-204.
3. "A Convenient Synthesis of Hexamethylenetetraselenafulvalene (HMTSF)," McCullough, R. D.; Cowan, D. O. *J. Org. Chem.* **1985**, *50*, 4644-4648.
4. "The Synthesis and Study of New Selenium and Tellurium Heterocyclic π -Donors," Lerstrup, K.; Bailey, A.; McCullough, R. D.; Mays, M.; Cowan, D. O. *Synth. Met.* **1986**, *19*, 647-652.
5. "Tetratellurafulvalene (TTeF)," McCullough, R. D.; Kok, G. B.; Lerstrup, K. L.; Cowan, D. O. *J. Am. Chem. Soc.* **1987**, *109*, 4115-4116.
6. "Initial Study of the New Tellurium Containing Charge Transfer Organic Metal: Tetratellurafulvalene-Tetracyanoquinodimethane (TTeF-TCNQ)," Mays, M. D.; McCullough, R. D.; Cowan, D. O.; Poehler, T. O.; Bryden, W. A.; Kistenmacher, T. J. *Solid State Commun.* **1988**, *65*, 1089-1092.
7. "An Improved Synthesis of Tetratellurafulvalene via 1,2-Bis(trimethylstannylethylene)," McCullough, R. D.; Bailey, A. B.; Mays, M. D.; Cowan, D. O. *Synth. Met.* **1989**, *27*, 487-492.
8. "New Organic p-Donors: Analogues of HMTSF and HMTTeF," Bailey, A. B.; McCullough, R. D.; Mays, M. D.; Cowan, D. O.; Lerstrup, K. A. *Synth. Met.* **1989**, *27*, 425-430.
9. "Electrical and Magnetic Studies on Some New Organic Conductors Made With Tetratellurafulvalene (TTeF)," Mays, M. D.; McCullough, R. D.; Bailey, A. B.; Cowan, D. O.; Poehler, T. O.; Kistenmacher, T. J. *Synth. Met.* **1989**, *27*, 493-498.
10. "Substrate Selectivity in Epoxidation by Metalloporphyrin and Metallo salen Catalysts Carrying Binding Groups," Breslow, R.; Brown, A. B.; McCullough, R. D.; White, P. W. *J. Am. Chem. Soc.* **1989**, *111*, 4517-4518.
11. "Organic Metals Containing Tellurium," Cowan, D. O.; McCullough, R. D.; Bailey, A.; Lerstrup, K.; Talham, D.; Herr, D.; Mays, M. *Phosphorus, Sulfur, Silicon, Relat. Elem.* **1992**, *67*, 277-294.
12. "Enhanced Electrical Conductivity in Regioselectively Synthesized Poly(3-alkylthiophenes)," McCullough, R. D.; Lowe, R. D. *J. Chem. Soc., Chem. Commun.* **1992**, 70-72.
13. "Design, Synthesis, and Control of Conducting Polymer Architectures: Structurally Homogeneous Poly(3-alkylthiophenes)," McCullough, R. D.; Lowe, R. D.; Jayaraman, M.; Anderson, D. L. *J. Org. Chem.*, **1993**, *58*, 904-912.
14. "Design and Control of Conducting Polymer Architectures: Synthesis and Properties of Regiochemically Well-Defined Poly(3-alkylthiophenes)," McCullough, R. D.; Lowe, R. D.; Tristram-Nagle, S.; Jayaraman, M.; Anderson, D. L.; Ewbank, P. C. *Synth. Met.*, **1993**, *55*, 1198-1203.
15. "Novel Coordination Complexes of Tetrathiafulvalene Derivatives," McCullough, R. D.; Seth, J.; Belot, J. A.; Majetich, S. A.; Carter, A. C. *Synth. Met.*, **1993**, *56*, 1989-1994.
16. "Connected Cadmium Selenide Nanocrystallites" Majetich, S. A.; Carter, A. C.; McCullough, R. D. in *"Nanophase and Nanocomposite Materials"*, eds. S. Komarneni, J.C. Parker, and G.J. Thomas, Materials Research Society, Pittsburgh, PA **1993**, *286*, 86-92.

17. "Self-Oriented Poly(3-Alkylthiophenes): New Insights on Structure-Property Relationships in Conducting Polymers," McCullough, R. D.; Tristram-Nagle, S.; Williams, S. P.; Lowe, R. D.; Jayaraman, M. *J. Am. Chem. Soc.* **1993**, *115*, 4910-4911.
18. "Selective Generation, Isolation, and Purification of Tetrathiafulvalene Tetrathiolate: A Versatile Building Block for New Materials," McCullough, R. D.; Belot, J. A.; Seth, J. *J. Org. Chem.* **1993**, *58*, 6480-6482.
19. "Toward Tuning Electrical and Optical Properties in Conjugated Polymers Using Side-Chains: The Synthesis and Physical Properties of a Series of the First Head-to-Tail Heteratom Functionalized Polythiophenes," McCullough, R. D.; Williams, S. P. *J. Am. Chem. Soc.* **1993**, *115*, 11608-11609.
20. "Cadmium Selenide Nanocrystallite Networks", Majetich, S. A.; Seth, J.; McCullough, R. D.; Belot, J. A. *Z. Physik D* **1993**, *26*, 210-212.
21. "Synthesis and Physical Properties of Self-Orienting, Head-To-Tail Polythiophenes," McCullough, R. D.; Williams, S. P.; Jayaraman, M.; Reddinger, J.; Miller, L.; Tristram-Nagle, S. in "Electrical, Optical, and Magnetic Properties of Organic Solid State Materials," Dalton, L.; Lee, C., eds., Materials Research Society, Pittsburgh, PA **1994**, *328*, 215-220.
22. "Toward New Magnetic, Electronic, and Optical Materials: Synthesis and Characterization of New Bimetallic Tetrathiafulvalene Tetrathiolate Building Blocks," McCullough, R. D.; Belot, J. A. *Chem. Mater.* **1994**, *6*, 1396-1403. **INVITED.** Invited manuscript for the Special Issue on Solid State Organic Chemistry dedicated to the late Margaret (Peggy) Etter.
23. "¹H NMR Characterization of the CdSe Nanocrystallite Surface," Majetich, S. A.; Carter, A. C.; Belot, J. A.; McCullough, R. D. *J. Phys. Chem.*, **1994**, *98*, 13705-13710.
24. "The Tuning of Conjugation by Recipe: The Synthesis and Properties of Random Head-to-Tail Poly(3-alkylthiophene) Copolymers," McCullough, R. D.; Jayaraman, M. *J. Chem. Soc., Chem. Commun.*, **1995**, 135-138.
25. "The First Synthesis and New Properties of Regioregular, Head-To-Tail Coupled Polythiophenes." McCullough, R. D.; Williams, S. P.; Tristram-Nagle, S.; Jayaraman, M.; Ewbank, P. C.; Miller, L. *Synt. Met.*, **1995**, *69*, 279-282.
26. "New Bimetallic Tetrathiafulvalene Building Blocks and Self-Assembled, Two Dimensional Conductors Derived From Regioregular, Head-to-Tail Coupled Polythiophenes" McCullough, R. D.; Belot, J. A.; Williams, S. P. in "Molecular Engineering of Advanced Materials", Becher, J., Schaumburg, K. Eds., NATO Advanced Research Workshop Series, Series C: Mathematical and Physical Sciences, **1995**, *456*, 349-363.
27. "Building Block Ligands For New Molecular Conductors: Homobimetallic Tetrathiafulvalene Tetrathiolates and Metal Diselenolenes and Ditellurolenes," McCullough, R. D.; Belot, J. A.; Seth, J.; Rheingold, A. L.; Yap, G. P. A.; Cowan, D. O. *J. Mater. Chem.*, **1995**, *5*, 1581-1587. Invited manuscript for Special Issue on Molecular Conductors.
28. "Toward New Electronic, Magnetic, and Optical Materials: Structure and Properties of the First Homobimetallic Tetrathiafulvalene Tetrathiolate Building Block," McCullough, R. D.; Belot, J. A.; Rheingold, A. L.; Yap, G. *J. Am. Chem. Soc.*, **1995**, *117*, 9913-9914.
29. "Dramatic Conjugational Interchange in Regiochemically Pure Polythiophenes Via a Chemoselective Recognition Response," McCullough, R. D.; Williams, S. P. *Chem. Mater.* **1995**, *7*, 2001-2003.
30. "Intermolecular Association and Supramolecular Organization in Dilute Solution. 1. Regioregular Poly(3-dodecylthiophene)," Yue, S.; Berry, G. C.; McCullough, R. D. *Macromolecules*, **1996**, *29*, 933-939.
31. "Evidence of a Novel Side Chain Structure in Regioregular Poly(3-Alkylthiophenes)," Prosa, T. J.; Winokur, M. J.; McCullough, R. D. *Macromolecules*, **1996**, *29*, 3654-3657.
32. "Optimizing the Synthesis of Tetratellurafulvalene (TTeF)," Herr, D. E.; Mays, M. D.; McCullough, R. D.; Bailey, A. B.; Cowan, D. O. *J. Org. Chem.*, **1996**, *61*, 7006-7011.

33. "Quadratic Electro-optical Measurements of Polythiophene Films by a Modified Mach-Zehnder Interferometer," Jakobsen, C.; Petersen, J. C.; Geisler, T.; Bjornholm, T.; Greve, D. R.; McCullough, R. D. *J. Opt. Soc. Am.* **1996**, *115*, 235-240.
34. "Improved Electroluminescent In Poly(3-alkylthiophenes) With High Head-to-Tail Ratios," Mehta, P.; McCullough, R. D. *J. Mater. Chem.* **1996**, *6*, 1763-1766.
35. "Third-Harmonic Generation From Regioregular and Regioirregular Poly(3-dodecylthiophenes). Dependence of c^3 on Conjugation Length," Bjornholm, T.; Greve, D. R.; Geisler, T.; Petersen, J. C.; Jayaraman, M.; McCullough, R. D. *Adv. Mater.* **1996**, *8*, 920-923.
36. "A Facile and Efficient Synthesis of Vanadocenes With Alkyl Annulated Cyclopentadienyl Rings," McCullough, R. D.; Belot, J. A. *Organometallics* **1996**, *15*, 5062-5065.
37. "Self-Assembly and Disassembly of Regioregular, Water Soluble Polythiophenes: Chemoselective Ionchromatic Sensing in Water," McCullough, R. D.; Ewbank, P. C.; Loewe, R. S. *J. Am. Chem. Soc.* **1997**, *119*, 631-632.
38. "Self-assembly and Chemical Response of Conducting Polymer Superstructures," McCullough, R. D.; Ewbank, P. C. *Synth. Met.* **1997**, *84*, 311-312.
39. "Self-Assembly in Regioregular Polythiophenes," McCullough, R. D. *Annu. Tech. Conf.-Soc. Plast. Eng.*, **1997**, *56*, 102-105.
40. "Saturation effects in the Nonlinear Optical Response of Regioregular, Highly Conjugated Poly(3-alkylthiophene) Thin Films," *Synth. Met.* **1997**, *84*, 531-532.
41. Bjørnholm, T.; Greve, D. R.; McCullough, R. D. In *Supramolecular Engineering of Synthetic Metallic Materials: Conductors and Magnets*; Veciana, J., Rovira, C., Amabilino, D. B., Eds.; NATO ASI Series C, Volume 518, Kluwer: Dordrecht, **1998**; pp 477-483.
42. "Regioregular, Head-to-Tail Coupled Poly(3-alkylthiophene) and its Derivatives," McCullough, R. D.; Ewbank, P. C. in the *Handbook of Conducting Polymers*, 2nd edition, Marcell Dekker, **1998**, Chapter 9. 225-258. **INVITED**
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Patents

#6166172

Method of forming poly(3-substituted) thiophenes

#’s 6602974, 6887965, 7098294, RE40813, RE41587, 8227566

Polythiophenes, block copolymers made therefrom, and methods of forming the same

#’s 7452958, 7834106

Living synthesis of conducting polymers including regioregular polymers, polythiophenes, and block copolymers

#7671173

Purification methods and purified polymers

#8288508

Universal Grignard metathesis polymerization

#’s 61259614, 12941932, 0111138 A1

Metal ink compositions, conductive patterns, methods, and devices

#’s 61482571, 13464605, 0304889

Metal alloys from molecular inks

#’s 61553048, 11660932, 0156971

Transparent conductive and ITO replacement materials and structures

#'s 61603852, 13777374, 0236656

Self-Reducing Metal Complex Inks Soluble in Polar Protic Solvents and Improved Curing Methods

May 7, 2020

Presidential Advisory Committee
Florida State University

Dear Members of the Search Committee:

I am writing to express my interest in being the President of Florida State University. The opportunities for the leader at Florida State are truly exciting and match the breadth of my experience. I trained at top U.S. universities, Johns Hopkins and Columbia, and rose through the academic ranks at Carnegie Mellon University to become the Thomas Lord Professor of Chemistry. At a very early age, I was asked to become the Head of the Chemistry Department and then became the youngest Dean ever at Carnegie Mellon. After serving seven years as Dean, I was promoted to the position of Vice President for Research. In 2012, I was recruited by Harvard University to be a tenured, Full Professor and Vice Provost for Research. These collective academic experiences at four diverse and preeminent universities uniquely provide me with the leadership skills to drive the continued rise in international reputation, ranking, and academic quality at Florida State.

As part of the senior leadership team at Harvard University, I have executive experience helping to manage one of the world's best universities. I have expanded Harvard's influence and the scope of our impact through building visionary interdisciplinary research and education initiatives across Harvard and with multiple world-leading hospitals, corporations, and some of the best academic institutions. Although decentralization has meant greater challenges in finding common ground in planning for our university's future, I have found that building trusted relationships has been the key to creating new partnerships and collaborations, improving Harvard's standing in the world. I would be very excited to achieve Florida State's aspirational goals through building personal relationships and working with the Board, the leadership team, the Deans, the Athletic Director, Coaches, the faculty, and other key stakeholders.

One of the major goals I would have for Florida State is to develop important research programs and increase research funding. I would bring my experience in creating new strategic research and educational initiatives that not only increase research funding, but lead to a rise in the university and departmental rankings and set the stage for membership to the AAU. I have deep experience in building new research and educational initiatives. I have successfully built and launched the new Harvard Data Science Initiative that involves 12 Schools and over 120 faculty and has led to three new master's programs and the creation of many new undergraduate courses. I also developed and launched a new Structural Biology Program and cryo-electron microscope facility that partners Harvard Medical School, Dana Farber Cancer Institute, Massachusetts General Hospital, and Boston Children's Hospital and was funded with over \$40M. I have led the development of a new \$100M, multi-institution collaboration that has launched the building of the Advanced Biological Innovation and Manufacturing Center and Facility. The Center will be a hub for workforce training, economic development, education, and medical research for the region. I have recruited world-leading financial partners to join the collaboration including MIT, Massachusetts General Hospital, Dana-Farber Cancer Institute, Brigham and Women's Hospital, Boston Children's Hospital, Beth-Israel Deaconess Medical Center, Cytiva Life Sciences (formerly GE Life Sciences), Fujifilm

Diosynth, Alexandria Real Estate, and Millipore. Most recently, I led, developed, and wrote the Harvard University Climate Change Initiative Strategic Plan.

I oversee and manage over 25 Harvard Institutes, Centers, and Initiatives including those in the sciences, social sciences, and humanities and control \$60M in research budget allocations to support these research centers. Some examples are Harvard University Center for the Environment, Institute for Quantitative Social Sciences, Wyss Institute for Biologically-Inspired Engineering, Harvard Stem Cell Institute, Harvard Brain Initiative, Harvard Global Health Initiative, and Scholars at Risk Program. These programs represent pathbreaking initiatives of the highest quality.

Building leading research and educational programs across many disciplines, will improve Florida State's ability to recruit, retain, and showcase a world-class and diverse faculty. I would be a tireless advocate for the faculty, students, and staff and bring my deep experience in recruiting and keeping the university's talent. The backbone of the university is its faculty and their work drives the reputational excellence that attracts students, postdoctoral fellows, and staff. I have extensive experience in the tenure and promotion process, having served for over 10 years on University promotion and tenure committees and have been personally responsible for recruiting and retaining the best and diverse faculty at both Harvard University and at Carnegie Mellon.

I have an absolute passion for helping students to achieve social mobility. I grew up with limited means and supported myself through Eastfield Community College and University of Texas at Dallas and became the first person in my family with a college degree. I am extremely excited to personally help students use education as a pathway to success and giving back is deeply personal to me. As Florida State is a leader at so many levels in helping students achieve their dreams, I would be thrilled to help drive these efforts. I also have been a leader in promoting diversity. I led the hiring of a diverse faculty and created a diverse pipeline of Black/African American academics from both my research lab and as the founding creator of the Future Faculty Workshop: Diverse Leaders of Tomorrow (FFW). The FFW is an annual workshop that is in its 15th year and helps diverse postdoctoral fellows and students obtain academic jobs-essentially helping to create the pipeline. The FFW has helped to place over 50 under-represented minority professors in the U.S.

I am an enthusiastic, energetic, experienced, and excellent fundraiser. After I joined Harvard, in recognition of my fundraising experience I was asked to head up corporate and foundation fundraising. I have been quite successful and have increased corporate support by 100% (an increase of over \$25M/year) and foundation support by 50% (over \$65M/year). I am also very involved in strategic fundraising at Harvard and work closely with the President and Provost on soliciting major donors for 7 to 9 figure gifts. At Carnegie Mellon, I was a key player in the successful \$1B campaign. I wrote the research strategic plan, helped to develop the campaign themes, and led fundraising for multiple 6 and 7 figure gifts from individuals and foundations to fund new initiatives. I would look forward to leading the development of Florida State's next strategic plan and, most importantly, translating the plan into fundraising opportunities and perhaps the next capital campaign as a way to focus efforts on fundraising. Fundraising will help to provide the necessary fuel to drive Florida State's ambitions.

I have had extensive experience with government relations. I have built many close and important relationships with politicians at the federal, state, and local levels and together they have helped with driving job creation through the development of research programs and allocations to promote entrepreneurship and start-ups. I have particular experience with working with State politicians from the Governor to their staffs and legislatures to provide allocations of university resources and

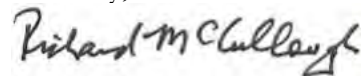
the promotion of economic and workforce development. I look forward to forming partnerships with Florida State government officials to secure their maximal support of Florida State University.

I have been deeply involved in many entrepreneurial efforts over the years, including starting two companies, creating the Innovation Ecosystem, and the Greenlighting Start-ups Initiative at Carnegie Mellon that promoted the creation of university spin-out companies and corporate engagement. CMU went from two start-ups a year to 14 per year in 6 years--making CMU #1 in number of spin-outs created per research dollar in the U.S. and top 10 in total spin-outs per year. The initiative helped to attract corporate partners and companies to Pittsburgh, including: Google, Uber, Disney, Apple, Intel, Microsoft, GM, etc. At Harvard, I oversee all entrepreneurship and helped to open a new life sciences incubator, the Pagliuca Harvard Life Lab, and help to select the start-up occupants. I also have been an innovation, entrepreneurship, and technology transfer advisor to Oxford University, Princeton University, and Washington University at St. Louis, and was a member of AAU Presidents technology transfer committee. I see a fantastic opportunity to increase the focus of Florida State on student and faculty entrepreneurship, promoting the starting of university spin-out companies, and the building of corporate partnerships. I believe that despite the progress in this area, there is a great deal of room for the university to grow. The impressive new and unique College of Entrepreneurship positions Florida State to become among the leaders in the U.S. in promoting student entrepreneurship and innovation. Florida State is ripe for growth in corporate partnerships leading to increased research resources for the faculty. I am very qualified to deliver on increasing Florida State's innovation, start-ups, and corporate partnerships.

I see a tremendous opportunity for Florida State University to continue its ascension to becoming one of the world's preeminent universities and certainly the university with the fastest rise in reputation and rankings. The foundational growth of the University over the last several years has been truly impressive and the stage is set for the new President to lead the next period of success. The opportunity to build world-leading research and educational programs and new partnerships is without limit and my experience matches the aspirations of Florida State. I am a highly experienced leader that knows how to build a high-quality faculty, create important and competitive education and research programs, and achieve significant jumps in reputation and ranking.

I would be deeply honored if I were chosen as Florida State University's next President.

Sincerely,



Richard McCullough
Vice Provost for Research
Professor of Materials Science and Engineering
Harvard University

Myrna Amelia Mesa
Attorney and Counselor at Law
mmesa@thinkinlaw.com

May 7, 2021

Mr. Bob Sasser, Chair
Presidential Search Advisory Committee
Board of Trustees
Florida State University
Tallahassee, Florida 32306
Via email: w.gates@spaexec.com

Re: Candidate for President, Florida State University

Dear Mr. Sasser,

At the invitation of Will Gates at SP&A Executive Search, I am submitting this letter of intent and the enclosed resume for consideration as a candidate for President, Florida State University.

Florida State University, like the U. S. Army, is a large, complex, evolving organization, operating in an environment where change is constant and tradition is a lodestar. Strong, forward looking, energetic, compassionate, and thoughtful leadership must be the hallmark of a University president to provide vision and resources to meet the needs of its many and varied constituents and components. These same qualities are needed to lead in the Army and in other large institutions with which I have worked. I can provide that leadership.

Reflected in my promotions to positions of increasingly greater responsibility, you will see a proven record of leadership. I rose to the highly competitive rank of Colonel, while excelling in my civilian career as an attorney; at one point, I was serving both as Staff Judge Advocate and Special Assistant United States Attorney. Working in intensely driven and distinctly different environments taught me that leadership is not only about performance, but also (and I would argue more importantly) about selflessly serving and achieving the goals of the entity and the people it is designed to serve, while being an example to follow.

FSU's mission to promote useful learning, excellence, and collaboration are consistent with my belief in the crucial importance of investing in higher education as a vehicle for generating greater opportunities. My education at the undergraduate and graduate levels (B.A., J.D., M.F.A., and M.A.) have made my progression to senior leadership possible. Particularly relevant was my attendance at the Army War College, the Army's premier academic institution for a small selection of officers designated as leaders. With the motto *Strength and Wisdom*, the Army War College's teaches an enduring respect for education and leadership, reinforcing my beliefs and my deep desire to make such opportunities available to others. As a native Spanish

speaker, I have seen the power of education enhance communication and other needed skills that lead to jobs and growth in individuals, who then go on to make positive contributions to their communities.

Education also teaches how to listen to, understand and work with and for a wide range of people, while engaging and surmounting unexpected challenges. This set of tools is also essential in the Army. For example, in my role as a Staff Judge Advocate, I led a team of 15 attorneys and 4 paralegals, motivating and inspiring them to do excellent work, guided by the overarching principle: do what is fair, just, and right in legal matters, including, but not limited to, ethics, criminal law, law of war, administrative law, and contract/fiscal law. The staff, who had never worked together, became a cohesive team, able to resolve a large backlog of cases and serve a one-star general, his staff, and more than 10,000 Soldiers and 97 subordinate units/departments spread across seven states. During my tenure, with a staff of five directly reporting to me, our office became the top-performing Staff Judge Advocate Office operating in the Southeast Region.

In my active-duty roles as Chief, Criminal Law and as a Senior Defense Counsel, I had the responsibility to train, supervise, mentor, advise, lead a staff of military and civilian in the administration of adverse actions in jurisdictions of 9000 plus soldiers. I also commanded a reserve unit comprised of 170 soldiers, who I led through the transition from reserve to active status as we became one of the first groups to be called to serve on active duty during Operation Enduring Freedom.

Similarly, in the role as President, with guidance from the Board of Trustees, I will use my leadership experiences as a foundation to serve, empower, and unite the members of the community towards the FSU vision: “a philosophy...dedicated to excellence...the strength, skill, and character essential for lifelong learning, personal responsibility, and sustained achievement.”

Another part of leadership involves reaching outside of expected boundaries. FSU has done that, with a tradition of civic engagement; for example, in its historic partnership with the Seminole Tribe of Florida, its current grant to facilitate innovative early childhood learning with Title I schools in Florida, and its most recent partnership with Mayo Clinic to attract, educate, and retain top talent at its medical school. My experience negotiating different types of agreements with different groups, as well as creating partnership agreements gives me a basis to know how a mutually beneficial partnership can bridge operational and other gaps, and bring disparate groups and interests together to promote civic engagement. As President, a top leadership priority will be to maintain these positive partnerships and find opportunities to create new partnerships, which expand FSU’s tradition of civic participation and responsibility.

Essential to maintaining FSU’s top 20 public university ranking is recognizing the dedication, enthusiasm, and pride of the faculty, administrators, staff, students, athletic teams (boosters and fans), and Tallahassee community. My leadership will seek to secure the university’s current status while moving it forward by focusing on new revenue streams to support the people who make up FSU. Finding new revenue streams is similar to finding new partnerships; it requires the new President to use transformative thinking and leadership going

beyond FSU's current funding from public and private donor sources. Similar to many government agencies exploring business models to leverage success, I would explore business models to develop ideas for obtaining revenue streams from new sources. I can imagine project revenues and recurring revenues that may spring from intellectual property garnered from new partnerships with faculty, community businesses, medical services providers, arts and athletic groups, and those entities whose pursuits involve STEM. These activities can provide new opportunities for faculty, as well as support faculty salaries, research, teaching, and student engagement. Faculty are at the core of teaching and learning, so a leader must find ways to champion and buoy the faculty.

A leader at FSU must focus not only faculty, but also students. It is a priority to concentrate on those already enrolled by increasing graduation rates beyond the current 74%, while recruiting potential students from diverse and growing Florida communities, so that those who may have been disenfranchised in the past are in a position to choose FSU as their foundational source of education. With a student driven education system, it is important to continue to improve recruitment, training and attrition, not only for the benefit of students, but also for educators and administrators who help shape and sustain the FSU brand. This focus means encouraging scholarly, research, and service programs and shaping new opportunities consistent with the FSU tradition. Expansion of faculty support from new revenue streams should be coupled with a robust recruitment and mentoring program that applies FSU's commitment to diversity, equity and inclusion (DEI).

In every rank in which I have served as an officer, I have recruited and/or mentored diverse professionals and staff. My ability to maintain FSU's commitment to DEI is evidenced by my active role in the Illinois Bar Association Diversity Committee, advising and training others on matters regarding DEI, and most recently my work to obtain DEI certification. I am currently on the Board of Directors for Hispanic Judge Advocates and a member at large for the Buffalo Judge Advocates, which serve to mentor, empower, and inspire junior officers in the U.S. Army Active, Reserve, and Guard forces.

FSU, along with the rest of the world, has suffered through a pandemic. As a result, all organizations are re-thinking their pre-covid operational plans. My leadership skills are suited to help evaluate, and operationalize the work done during the pandemic, so that FSU will have a continuing, future oriented, and robust platform for distance and hybrid learning comparable to and as accessible as in-person learning. It is also important to review the current Continuity of Operations Program, incorporating lessons learned from the pandemic, such as programs to safeguard and enhance the health and welfare of the university community, while ensuring continued education during any future large scale disruptive disaster.

A post-pandemic environment is on the horizon. Faculty and administrators will see a continued demand for excellence in teaching, research, creative and inventive work, and service. Shifts in student demographics, a demand for increased online platforms, the swing from traditional forms of communication to nontraditional social media networks, funding that does not compromise academic freedom, and legislative proposals to lower the salary cap for Florida's public university system will challenge all of us to think about how to operate

effectively to achieve the core objectives of FSU's vision. Sustainable solutions require the input of faculty members who are on the front-line serving students, as well as administrators, staff, alumni, students and other members of the FSU community. As its leader, I will listen to and value the views of these critical components for FSU's success. My goal would be to create an environment conducive to the long-term success of FSU and the people who comprise it and those it serves.

If the leader of an institution listens, thinks carefully, acts equitably, and plans creatively for the future, public trust in the institution and its goals will be served. As President, it is my duty to maintain that public trust through integrity, fairness and transparency, as well as excellence. My commitment and loyalty will be to the Board of Trustees, state legislature, and the entire FSU community and stakeholders. With unrelenting enthusiasm and responsiveness, I will selflessly serve FSU's constituents to further FSU's brand.

It would be my pleasure to continue this conversation. Thank you for your consideration of this application.

Very respectfully,



Myrna Amelia Mesa

Enclosure: as

Myrna Amelia Mesa

Attorney and Counselor at Law and Colonel, U.S. Army Reserve, Judge Advocate General Corps
mmesa@thinkinlaw.com

KEY STRENGTHS

- Leadership: collaborative strategist, natural consensus builder and team player. Demonstrating skills reflected in a range of leadership roles, forging change, prioritizing goals, oral and written communication skills before diverse audiences.
- Problem solving: using legal acumen, relentless preparation, and proscriptive data driven analysis to solve complex challenges issues with measurable quantitative and qualitative outcomes (e.g., 100% conviction and 70% acquittal rate in jury trials); while reserve Staff Judge Advocate, equivalent to General Counsel, recognized for the most productive legal office in a multi-state command/organization.
- Communication: teaching law and ethics to attorneys and lay personnel; keynote speaker at Hispanic Heritage Month; 25+ jury trials; research and writing for various positions; facilitating large and small group discussions; native Spanish speaker.
- Opportunity producer: increasing participation, recruitment, and training opportunities as a commander of 170 soldiers with multiple occupations; established and managed the professional development of attorneys and paralegals—active and reserve service members and civilians.

EDUCATION

- ***Army War College, Carlisle, Pennsylvania***
Master of Arts, Strategic Studies, 2017
- ***Old Dominion University, Norfolk, Virginia***
Master of Fine Arts, Creative Writing, 2008
- ***University of Michigan Law School, Ann Arbor, Michigan***
Juris Doctor, 1990
- ***Loyola University Chicago, Chicago, Illinois***
Baccalaureate of Arts, 1986

EMPLOYMENT HISTORY

Attorney and Counselor at Law

Chicago, Illinois (Currently)

General practice providing legal advice and consultation on a variety of matters, including assisting domestic and foreign companies who establish business operations in the U.S.; negotiating and drafting commercial agreements; advising individuals and business with real estate assets, acquisitions, and divestitures; providing counsel and assistance to clients with general and/or commercial litigation matters.

EMPLOYMENT HISTORY continued

Department of Justice, Executive Office of Immigration Review

Immigration Judge (November 2014 – October 2015) New Orleans, Louisiana

Managed a docket of over 7000 delivering written and oral decisions and orders on administrative immigration cases.

Special Assignment with Department of Justice, United States Attorney's Office, Florida Middle District, Orlando Division, Criminal Division

Special Assistant United States Attorney (July 2010 – June 2014) Orlando, Florida

Represented the U.S. government in U.S. District Courts in the Middle District of Florida, Orlando. Managed case investigative/prosecution teams that included federal law enforcement agencies, including Homeland Security Investigations, Customs and Border Patrol and Protection, Enforcement and Removal, Federal Bureau of Investigation, Department of State, and other federal, state and local investigative agencies.

Department of Homeland Security, Immigration and Customs Enforcement, Chief Counsel Office

Assistant Chief Counsel (February 2007- November 2014) Orlando, Florida

Represented the Department of Homeland Security on immigration matters before the Immigration Court and the Board of Immigration Appeals. Competitively selected to teach and train Assistant Chief Counsels at New Attorney Training 2009 in Dallas, Texas. Competitively selected to serve as a Special Assistant United States Attorney 2010-2014.

U.S. Army Cadet Command, Civilian

Attorney Advisor (December 1999 – January 2007) Fort Monroe, Virginia

Represented the agency in labor disputes, grievances, Equal Employment Opportunity Commission (EEOC) hearings and Merit Systems Protection Board (MSPB) hearings. Prepared course and presented training to Professors of Military Science on legal and ethics matters. Served as Ethics Counselor. Presented with Superior Civilian Service Award.

U.S. Army, Active, Captain and Major, Judge Advocate General Corps

Chief, Criminal Law Division (June 1998 – December 1999) Fort Eustis, Virginia

Led, managed, and trained a staff of attorneys, civilian court reporter, and 9 military and 3 civilian legal clerks in the administration of adverse actions involving misconduct in a jurisdiction 9000 soldiers. Two attorneys, a court-reporter, and three paralegals reported directly to me. Prosecuted complex criminal cases before jury and bench courts of federal jurisdiction. Trained four attorneys in preparing and presenting cases at courts-martial, including witness preparation, motion arguments, and trial advocacy. Taught continuing legal education courses to attorneys and a course on legal issues to commanders. Served as Acting Staff Judge Advocate (SJA) the equivalent of a General Counsel, in the absence of the SJA.

U.S. Army, Active, Captain, Judge Advocate General Corps

Chief/Senior Defense Counsel (June 1996 – June 1998) Fort Eustis, Virginia

Managed a field office and supervised an attorney and three legal clerks in two jurisdictions comprising over 18,000 soldiers assigned to Fort Eustis and Fort Lee, Virginia. Selected to travel and defend soldiers in the most complicated and high-profile cases in a 17-state region. Defended over 25 jury and bench cases, both contested and guilty pleas. Taught continuing legal education courses to attorneys.

U.S. Army, Active, Captain, Judge Advocate General Corps

Administrative Law Attorney (May 1994 – May 1996) Falls Church, Virginia

Agency counsel on matters before the EEOC, MSPB, and other agencies. Completed over 200 actions in the area of civilian personnel law and administrative law. Managed all General Accounting Office claims against the agency. Revised agency's rules and regulations.

EMPLOYMENT HISTORY continued

U.S. Army, Active, Captain, Judge Advocate General Corps

Trial Defense Attorney (May 1992 – May 1994) Fort Hood, Texas

Defended over 50 jury and bench cases, both contested and guilty pleas, providing representation to soldiers in criminal cases.

U.S. Army, Active, First Lieutenant, Judge Advocate General Corps

Legal Assistance Attorney (October 1991 – May 1992) Fort Hood, Texas

Provided legal assistance and comprehensive advice and counsel in the areas including, but not limited to, estate planning, taxation, family law, consumer law, and landlord-tenant law to soldiers and family members.

BAR ADMISSIONS AND PROFESSIONAL AFFILIATIONS

Supreme Court of Illinois, Active member

Supreme Court of Virginia, Associate member

Illinois State Bar Association, Diversity Committee 2017-2019

Illinois Certified Mediator

Board of Directors, U.S. Army Hispanic Judge Advocates

Member at Large, U.S. Army Buffalo Judge Advocates

AWARDS, PUBLICATIONS, AND SPEAKING ENGAGEMENTS

Quality Performance Awards; Superior Civilian Service Award; Keynote Speaker for Hispanic Heritage Month; First Place in Old Dominion University and Academy of American Poets College Poetry Prize. Presented paper, *Inheriting Exile, Manifesting Race: The Afro-Cuban Literary Voice in the U.S.*, at College English Association, Caribbean Chapter Annual Conference. Publications: Nimrod International Journal, *The Closed Mouth Fish*, Lady Jane Miscellany, *In the Year of the Rooster*.

U.S. ARMY RESERVE

Colonel, U.S. Army Reserve, Judge Advocate General Corps

Served in various leadership positions, including Reserve Deputy General Counsel, Department of Defense; Commander; Senior Legal Advisor; Staff Judge Advocate; Command Judge Advocate; and Team Leader. Activated to Active Duty for Operation Enduring Freedom. Received Meritorious Service Medals, Army Commendation Medals, National Defense Service Ribbons, Global War on Terrorism Service Medal, Armed Forces Reserve Medal and others.

Biographical Sketch
by
Romain Murenzi

Romain Murenzi currently serves as the executive director of TWAS, The World Academy of Sciences for the advancement of science in developing countries of UNESCO, based in Trieste, Italy. He also oversees the administration of OWSD, the Organization for Women in Science for the Developing World with over 5,000 members; of IAP, the InterAcademy Partnership, a global network of some 130 academies of science and medicine; and of GenderInSITE (GIS), international initiative to promote the role of women in science, innovation, technology and engineering for sustainable development. TWAS is a Programme Unit of UNESCO

The TWAS (OWSD and IAP) Secretariat oversees: (i) the selection and the election of TWAS fellows; (ii) dozens of awards; (iii) research grants; (iv) the administration of 500 doctoral and postdoctoral fellowships per year, with applicants from several developing countries, with currently more than 1,200 students on site. Research grants and other programmes are also offered. It also runs a programme in science policy, diplomacy, including, and on refugee scientists and displaced scientists. All these with the main objectives of eradicating poverty and reinforcing human and institutional capacities and mechanisms for sustainable development.

Romain Murenzi (born February 1959) is a physicist and former [Rwandan science minister](#). He graduated with a bachelor's degree from the [University of Burundi](#) in Africa in 1982. In 1986 he received his master's degree in physics from [Catholic University of Louvain](#) in Belgium and in 1990 earned his doctorate degree there. In 2013 he earned a Master of Law degree in Information Technology and Telecommunication from the [University of Strathclyde](#) (UK).

Murenzi was a physics professor at [Clark Atlanta University](#) (USA) from 1993 to 2001, and chairman of its Physics Department from 1999 to 2001. In 2001, Rwandan President [Paul Kagame](#) appointed him to serve as Minister of Education, Science, Technology and Scientific Research. From March 2006 to July 2009, he served as Minister in the President's Office in Charge of Science, Technology, and Scientific Research, with responsibilities on Information and Communications Technology. According to science and development news website [SciDev.Net](#), as a minister Murenzi “participated in driving the country's scientific renaissance after the genocide.”

In 2009, he left Rwanda to serve as Senior Scholar at the [American Association for the Advancement of Science](#) (AAAS) Center for Science Diplomacy (2009-2010) and the Director for Center for Science, Technology and Sustainable Development (2010-2011), with focus on the developing world. He was elected a fellow of TWAS in 2005 and as a fellow of the

[African Academy of Sciences](#) in 2012. He also served as a visiting professor at the University of Maryland Institute for Advanced Computer Studies (UMIACS, 2009-2011).

The UN Secretary-General appointed him as the Chair of the High-level Panel of Technology Bank and Science, Technology and Innovation for the Least Developed Countries (November 2014) and to serve on the 10 Member Group to support the Technology Facilitation Mechanism (January 2016). From September 2015 to June 2016, he served as Member of the ITU/UNESCO Broadband Commission for Sustainable Development. He also served on the Carnegie Mellon University President's Global Advisory Council (October 2015- December 2018).

<https://en.unesco.org/news/secretary-general-appoints-romain-murenzichairman-high-level-panel-technology-bank-least>
<https://www.aaas.org/news/romain-murenzi-former-rwandan-st-ministernamed-director-aaas-center-science-technology-and>

In 2019, the University of Johannesburg conferred him an Honorary Doctoral Degree in recognition of his achievements and contributions to society.

<https://twas.org/article/murenzi-honoured-south-africa>
<https://www.youtube.com/watch?v=-8dZZj6l3YE>

Murenzi's scientific research has focused on applications of multidimensional continuous wavelet transforms to [quantum mechanics](#); image and video processing; and science and technology policy. More precisely, he introduced in his PhD thesis the full two dimensional continuous wavelet transform, including the rotation parameter. This opened the door to the notion of directional wavelets, among them the [Cauchy](#) wavelet, which are crucial in applications where directions in an image are important. In particular, this approach permits directional filtering, a technique that has been used, for instance, in fluid dynamics. After his thesis, Murenzi published a number of articles in scientific journals and contributed to many conferences. Finally he coauthored a textbook on Two-dimensional wavelets.

Murenzi has also published papers in science, technology and innovation policy with special focus on poverty alleviation and economic growth.

EXTENDED RESUMÉ

ROMAIN MURENZI

PERSONAL INFORMATION:

- Place of Birth: Save, Rwanda
- Citizenship: Rwanda and United States of America (USA)

EDUCATION:

- PhD, Physics, Catholic University of Louvain, Louvain, Belgium, **1990**
- M. S., Physics, Catholic University of Louvain, Louvain, Belgium, **1986**
- B. S., Mathematics, University of Burundi, Burundi, Africa, **1982**
- Master of Laws in Information Technology and Telecommunication Laws, Strathclyde University, UK, **2013**
- WIPO Certificate on Advanced Course on "Electronic Commerce and Intellectual Property", **2009**

CURRENT MANAGERIAL AND LEADERSHIP POSITION, SEPTEMBER 1, 2017-TO PRESENT:

- Executive Director The World Academy of Sciences (TWAS), a program unit within the science sector of the United Nations Education Science and Culture Organization (UNESCO): www.twas.org.

MANAGERIAL AND LEADERSHIP POSITIONS IN EDUCATION AND SCIENCES, SEPTEMBER 1999- September 2017:

- Director of the Division for Science Policy/Capacity Building, and Executive Secretary of the International Basic Science Program (IBSP), in the Sector for Natural Sciences at UNESCO **JULY 1 2016-TO SEPTEMBER 1 2017**.
- Executive Director The World Academy of Sciences (TWAS), a program unit within the science sector the United Nations Education Science and Culture Organization (UNESCO) from **April 2011 to June 2016**: www.twas.org.
- Director of the Center for Science, Technology, and Sustainable Development at the American Association for the Advancement of Science (AAAS) from **August 2010 to April 2011**, Washington DC, US
- Minister in the Office of the President of the Republic of Rwanda in Charge of Science and Technology (including information technology and telecommunication since December 2007) from **March 2006 to July 2009**, Kigali, Rwanda
- Minister of Education, Science, Technology, and Research; **August 2001 to March 2006**, Kigali, Rwanda
- Chair of the National University of Rwanda Board, **August 2001 to March 2006**, Kigali, Rwanda

- Chair of the Department of Physics at Clark Atlanta University from **September 1999 to August 2001**; Atlanta, Georgia.

OTHER CURRENT AND PREVIOUS POSITIONS:

- Founding Member of the President's Global Advisory Council (PGAC) of Carnegie Mellon University (CMU), **May 2015 to December 2018**:
<https://www.cmu.edu/leadership/pgac/index.html>
- Member of the ITU and UNESCO Broadband Commission for Digital Sustainable, since **September 26, 2015**:
<http://www.broadbandcommission.org/commissioners/Pages/MURENZI.aspx>
- Chair of the United Nations Secretary General High Level Panel on Technology Bank for Least Developed Countries (**November 14, 2014-September 22, 2015**):
http://www.unesco.org/new/en/media-services/single-view/news/secretary_general_appoints_romain_murenzi_as_chairman_of_high_level_panel_on_technology_bank_for_least_developed_countries/#.VhYxViRyiQs
- **Visiting Professor** at the University of Maryland Institute of Advanced Computer Studies (UMIACS) from **August 2009 to April 2011**, University of Maryland, College Park
- **Senior Scholar** at the American Association for the Advancement of Science (AAAS), and Visiting Professor in the Physics Department at Howard University from **August 2009 to July 2011**
- Board Member of the Development Gateway Foundation, Washington, DC from **2003 to 2009**; Member of the Executive Committee until **August 2009**
- **Vice President for Africa**, The World Academy of Sciences from **2007 to 2011**
- **Chairman of the Ministerial Council** of the “Conseil Africain et Malgache pour l’Enseignement Supérieur (CAMES)” from **2003 to 2005**. The council links most universities in French Speaking Countries
- Chairman of the Board of “Ecole Inter-Etat des Sciences et Médecine Vétérinaire”, Dakar, Senegal from **January 2002 to November 2003**. Membership comprises most french speaking countries
- Board member of the the Global Virus Network (GVN), Maryland, USA, http://gvn.org/?page_id=22, **from 2012 to 2014**.
- Member of the Leadership Council of the Sustainable Development Solution Networks (SDSN), a Global Initiative of the United Nations led by Professor Jeffrey Sachs, from **2012 to 2015**, <http://unsdsn.org/leadership-council/>
- Member of the Advisory Council of “Scientists Without Borders” (New York Academy of Sciences) from **2008 to present**, http://archive.scientistswithoutborders.org/about_us.php

- A Patron of the African Institute of Mathematical Sciences (AIMS), South Africa from **May 2009 to present**
- Member of the Scientific Board of the UNESCO International Basic Science Program from **May 2009 to 2012**
- Board Member of the Dian Fossey Gorilla Fund International from **2002 to present**
- Founding Board Member of the Global Research Council (GRC)
- Board Member of the Nelson Mandela Institution (NMI) for knowledge building from **July 2010 to 2014**

FROM 2011-2013: EXPERIENCE AS A PROMOTER OF SCIENCE AND EDUCATION IN THE DEVELOPING WORLD

a) Meeting with global leadership in the South

- Meeting with the Director General of UNESCO, **April 2011**, Paris, France
- Meeting with the Minister of Science and Technology of India, **June 2011**, New Delhi, India
- Meeting with the Deputy Minister of Science and Technology of China as guest of the Chinese Academy Sciences, **July 2011**, Beijing, China
- Meeting with the Minister of Science and Technology of Brazil as guest of the Brazilian Academy of Sciences, **September 2011**, Rio de Janeiro, Brazil
- Meeting with State Secretary of Education and Research of Germany, **December 2011**, Bonn, Germany
- Meeting with the Minister of Science and Technology of Argentina as guest of CONICET (science and research council of Argentina), **December 2012**, Buenos Aires, Argentina
- Meeting with the Minister of Science and Technology of Ethiopia as guest of Ethiopian Academy of Sciences (EAS), **April 2013**, Addis Abeba, Ethiopia
- Meeting with the Minister of Science and Technology of Tanzania as a guest of the commission of science and technology (COSTECH), **June 2013**, Dar Es Salam, Tanzania
- Meeting with the Minister of Science of Technology of South Africa as guest of the Academy of Sciences of South Africa (ASSAF), **June 2013**, Pretoria, South Africa
- Meeting with the Minister of Science and Technology of Tanzania, **June 2013**, Dar Es Salam, Tanzania
- Meeting with the Director of the National Science Foundation, **May 2012**, Washington DC, USA
- Meeting with the White House Director of Science and Technology, **May 2012**, Washington DC, USA

FROM 2001-2009: EXPERIENCE AS A POLICY MAKER IN RWANDA

a) Policy:

- Represented Rwanda in several international meetings. In particular, delivered speeches at the UNESCO General Meeting in 2001 and 2003
- Chancellor of all Rwandan tertiary institutions. In that capacity, presided over several graduation ceremonies from 2003 to 2006
- Led the preparation (and adoption by Cabinet in 2003) of the revised Rwandan educational sector policy
- Led the commissioning and preparation of the Rwandan education sector strategic plan (ESSP) in 2003
- Led the preparation (and adoption by Cabinet in July 2005) of the National Science, Technology, and Innovation Policy
- Led the preparation of Rwanda Education Organic Law and defended it before Parliament
- Led the preparation of the Rwandan Law of Higher Education and defended it before Parliament
- Led the preparation of the law establishing the National Council of Higher Education (NCHE) and defended it before Parliament
- Led the preparation of the law establishing the Student Financing Agency of Rwanda (SFAR), which is an agency to give and recover loans for tertiary education.

b) Presentations

Invited to give several presentations, with particular emphasis on Success & Challenges of the Education System and Development of the National Science Strategy in Rwanda, including:

- National Society for Black Physicists, Tennessee, **2009**
- American Association for the Advancement of Sciences, Boston, **2008**
- International Telecommunication Union (ITU), Cairo, **2008**
- International Telecommunication Union (ITU), Tunisia, **2008**
- Science and Technology in Society, Kyoto, Japan, **2007**
- African Development Bank, Ghana, **2007**
- Third World Academy of Sciences (TWAS), Brazil, **2006**
- Thursday Congressional Seminar, USA, **February 2005**
- Africa America Institute, **February 2005**
- University of South Africa (USA), **October 2005**
- African Institute of Mathematical Sciences (AIMS), **June 2005**
- Department of Education, USA, **2005**
- United Nations University, **September 2005**
- Science and Technology in Society, Kyoto, Japan, **September 2005**
- Iowa University, **November 2005**
- Institute of Mathematical Sciences, Cambridge University, **November 2005**
- UNESCO General Conference, Paris France, **2003**
- UNESCO General Conference, Paris France, **2001**

c) Building Partnerships

Experience in interacting and working with bilateral and multilateral partners such as:

- United Kingdom: Department for International Development (DFID)
- Netherlands: Netherlands Universities Foundation for International Cooperation (NUFFIC)
- United States of America: United States Agency for International Development (USAID)
- Germany: GTZ
- Sweden: Swedish International Development Agency (SIDA)
- Japan: Japan International Development Agency (JICA)
- Belgium: Belgian Technical Cooperation (BTC)
- United Nations Development Programme (UNDP)
- World Bank (WB)
- African Development Bank (ADB)
- Development Gateway Foundation (DGF)
- London Institute of Physics
- International Champions Network (ICN)
- United Nations Development Program (UNDP)
- Economic Commission for Africa (ECA)
- United Nations Education Science and Culture Organization (UNESCO)

TEACHING AND PROFESSIONAL EXPERIENCE (1982-2009)

- Chair of the Department of Physics at Clark Atlanta University from **1999 to 2001**, Atlanta, Georgia
- Full Professor of Physics at Clark Atlanta University starting **2000**; Atlanta, Georgia
- Associate Professor of Physics, Clark Atlanta University from **1993 to 2000**; Atlanta, Georgia

Courses: Mathematical Methods I and II (Graduate course), Classical Mechanics (Graduate course), Image Processing (Graduate course), Recitation for Electricity and Magnetism (Undergraduate course), Advanced Topics in Physics (Graduate course), Recitation and Laboratory for Mechanics (Undergraduate Course); **1994-2000**

- Adjunct Professor, Georgia Institute of Technology; Atlanta, Georgia
Course: Time-frequency Representation in Signal and Image Processing (Graduate course)
- Visiting Professor in the Ph.D. Program, Catholic University of Louvain, Department of Physics; Louvain, Belgium; January, **1994**
Course: Wavelet and Application to Image Processing (Graduate course)

- Visiting Professor, ENSICA (School of Aerospace Constructions); Toulouse, France, **1991-1992**
Course: Two-dimensional Continuous Wavelets Transform in Image Processing
- Visiting Teaching Assistant; University Paris 7; Paris, France; **1990**
Course: Recitation for Electricity and Magnetism (Undergraduate course)
- Visiting Teaching Assistant; University of Burundi; Burundi, Africa; **1984-1985**
Course: Geometry and Infinitesimal Analysis (Undergraduate course)
- Mathematics Teacher (Senior High School), Athénée Secondaire of Bujumbura and School of Telecommunication of Bujumbura; Burundi, Africa, **1984-1985**
Course: Statistics and Probability
- Mathematics Teacher (Senior High School); Athénée Secondaire de Bujumbura and Collège du Saint Esprit of Bujumbura; Burundi, Africa; **1983-1984**
Course: Geometry, Infinitesimal Analysis, and Statistics
- Mathematics Teacher (Senior High School); Ecole Normale de Filles of GITEGA; Burundi, Africa; **1982-1983**
Course: Geometry, Infinitesimal Analysis, and Statistics

RESEARCH INTERESTS:

Multidimensional Continuous Wavelet (time and non-time dependent) to Signal/Image Processing, motion detection and target tracking, target detection and recognition, Quantum Mechanics; Group Theory Representation and its application in Physics; Computational Physics; Mathematical Physics

Research in Science, Technology, and Innovation Policy

COMPUTER EXPERIENCE:

Post-doctoral position at the European Center for Research and Advanced Training in Scientific Computation (CERFACS), September 1990-September 1992: Post-processing and Visualization, use of Supercomputer (Alliant, BBN TC2000, Convex); Programming in C, X window; use of Matlab, Mathematica, Octave

M.S./PHD STUDENT SUPERVISED:

Laurent Plantie, 1992 (Toulouse, France) ; Abderahim Taouil, 1992 (Toulouse, France). Thulani Jili, 1995 (Atlanta, Georgia); Denis Semwogerere 1997 (Atlanta, Georgia);

Asmeron Y. Ogbazghi, 1998 (Atlanta, Georgia); Fernando Mujica, 1995-1998 (Atlanta, Georgia); Pierre Vandergheynst, 1994 and 1995 (Louvain-la-Neuve, Belgium); Stephan Bergeron, 1995 (Montreal, Canada)

MEMBERSHIP:

- The World Academy of Sciences (TWAS) since 2005
- The African Academy of Sciences (AAS) since 2013
- The World Academy of Arts and Sciences (WAAS) since 2014
- National Association of Black Physicists (NSBP).

AWARDS:

- The 2020 ASSAF (The academy of sciences of South Africa) Distinguished Scholar
- Honorary doctorate in engineering from the University of Johannesburg in recognition of his contributions to science and science education "for the benefit of society", **2019**
- Elected Fellow of the Third World Academy of Sciences (TWAS), **2005**
- Elected Fellow of the African Academy of Sciences (AAS) since 2013
- Elected Fellow of the World Academy of Arts and Sciences (WAAS) since 2014
- Won the 10th "African ICT Achievers," as sitting Minister in Charge of Information Communication Technologies, **2008**, by Forge Ahead and the Department of Communication of South Africa
- Fellowship from the Catholic University of Louvain; Louvain, Belgium for a M. S. and a Ph.D. in Physics, **1985-1989**
- Award for the best poster presentation at Conference "Wavelet and Applications," SPIE; April, **1998**; Orlando, Florida
- Mellon Fellowship to participate at the Salzburg Seminar Session 368 on "Scientific Development and the Democratic Process," Salzburg, Austria; **June 16-23, 1999**

REVIEWER:

Reviewed Papers and Proposals for Europhysics Letters, National Science Foundation (NSF), Institute of Electrical and Electronics Engineers (IEEE), Transactions on Signal Processing and Image Processing, and Society of Industrial and Applied Mathematics (SIAM).

EXPERIENCE ON MANAGING AN ENDOWMENT FUND

I have been managing the TWAS endowment fund since 2011.

FUNDRAISING-GRANTS AWARDED:

- **2021-2027: Eur 5,619,346.60** "Seed Grant for New African Principal Investigators (SG-NAPI)" project funded by the German Federal Ministry of Education and Research (BMBF) aiming at strengthening scientific capacities in African countries,

particularly in LDCs. This new programme relies on a novel, dynamic and modular mechanism which combines elements of research grants and of mobility for transfer of skills, in order to facilitate the setting up of new researchers in their home countries. It been designed to catalyze the development of a huge range of technical and soft skills, with opportunities for collaborations and links with industry.

- **2021:** 100,000 Euro from the Italian Ministry of Foreign Affairs and International Cooperation through its Agency for cooperation and development in support of a South-North-South Mobility project at Italian Centres of Excellence and labs.
- **2018-2021:** A Technical Assistance Cooperation Agreement was signed in August 2018 with the Islamic Development Bank for a 4-year project within the framework of the "Sustainability STI Capacity Building Programme" (total funding **USD 2,398,000**).
- **2017-2021:** Renewal of Funding from the Swedish International Development Agency (SIDA) for supporting a research grant programme for scientist in science and technology lagging countries: **SEK 67,800,000** for five years. Managed by TWAS.
- **2017-2021:** Renewal of Funding from the Swedish International Development Agency (SIDA) for supporting a PhD fellowship program for women in science and technology lagging countries (it includes support Gender Equity Programme in Science):**SEK 65,205,550** for five years. The programme is managed by the Organization for Women in Science for the Developing World (OWSD) under Professor Murenzi's supervision.
- **2015 : 50,000 USD** funding from Richard Lounsbery Foundation (USA) in support of the implementation of human scientific capacity building programme for DCs and **10,000 USD** in **2018** to support activities related to the Science in Exile film
- **2016 : 150,000 USD** funding received from the Opec Fund for International Development in favour of South-South Fellowships” and “Human Resources Mobility” programmes
- **2012-2016:** Funding from the Swedish International Development Agency (SIDA) for supporting a research grant programme for scientist in science and technology lagging countries: **SEK 66,080,000** for five years. Managed by TWAS.
- **2012-2016:** Funding from the Swedish International Development Agency (SIDA) for supporting a PhD fellowship program for women in science and technology lagging countries (it includes support Gender Equity Programme in Science): **SEK 72,035,000** for five years. The programme is managed by the Organization for Women in Science for the Developing World (OWSD) under Professor Murenzi's supervision.
- **2012:** Contribution by the Government of China: **USD 1,200,000** to TWAS End Fund and **USD 300,000** to programmes
- **2012:** **\$1.5M** from the Chinese Government to support TWAS Endowment

- **1998:** Night Vision and CECOM contract, for eighteen months, 04/01/1998 - 12/31/1999. Title: "Automatic Target Detection for Ground Vehicle Threats," (extended to 03/31/2000). Principal Investigator: Romain Murenzi
- **1998:** *Ballistic Missile Defense Office (BMDO)* and Air Force Grant, to organize a Workshop on "Image Processing Applications for the Digital Battlefield," on 09/14-15/1998. Principal Investigator: Romain Murenzi
- **1997:** *Office of Naval Research (ONR)* Grant, for three years, 01/08/1998 - 12/31/2000. Title: "Automatic Target Detection, Recognition and Tracking in Cluttered Environment Utilizing Multi-Dimensional Continuous Wavelet Transform Based Algorithms." Principal Investigator: Romain Murenzi
- **1997:** Night Vision and CECOM contract, for two years, 04/1997 - 04/1999. Principal Investigator: Romain Murenzi
- **1996:** Federated Laboratory Consortium Grant; for 5 years. Title: "Advanced Sensors." Principal Investigators: Carlos Handy and Romain Murenzi
- **1996:** *Office of Naval Research (ONR)* Grant, for 2 years. Renewal. Title: "Applications of Multidimensional Wavelets Analysis to Computational Fluid Dynamics and Acoustics." Principal Investigator: Romain Murenzi. (Originally funded in 1992 for 2 1/2 years)
- **1995:** *Ballistic Missile Defense Office (BMDO)*, Pentagon Grant, for 2 years. Title: "Multi-dimensional, Multi-resolution Adaptive Processing in BMDO Setting." Principal Investigators: Carlos Handy and Romain Murenzi
- **1994:** *National Science Foundation (NSF)* Grant, for 2 years. Title: "Computational Studies of Surfaces and Clusters Using Density Functional Theory, Molecular-Dynamics and Wavelet Transform Techniques." Principal Investigators: Xiao-Qian Wang and Romain Murenzi
- **1993:** *Advanced Research Project Agency (ARPA)* Grant, for 2 years (joint with Georgia Institute of Technology; Atlanta, GA). Title: "New Approach to Target Detection, Recognition and Compression." Principal Investigators: Carlos Handy and Romain Murenzi
- **1992:** *Office of Naval Research (ONR)*, European Office, to support the International Conference on Wavelets and Applications organized by Romain Murenzi (postdoctoral researcher at the time) in collaboration with S. Roques, L. Touziller, and P. Gajean; Toulouse, France; 06/8-13/1992
- **1990:** Bursary of 300 Great Britain Pounds from the University of Dundee (United Kingdom) to attend the 37th Scottish Universities Summer School, organized by *North Atlantic Treaty Organization (NATO)*; 1990

CONFERENCES AND WORKSHOPS:

Attended and presented papers at numerous national/international conferences and workshops in the USA, Canada, France, Belgium, Holland, United Kingdom, Italy, Costa Rica, Burundi, Senegal, Benin, UK, Japan

SCIENTIFIC VISITS AND INVITED SPEAKER:

- Centre for Theoretical Physics (CPT), CNRS; Marseille, France
- Chinese Academy of Sciences, Beijing, China
- Brazilian Academy of Sciences, Rio de Janeiro, Brazil
- South African Academy of Sciences, Pretoria, South Africa
- University of Paris 7; Paris, France
- Institute of Advanced Studies in Science (IHES); Bures-sur-Yvette, Paris
- Paul Pascal Research Center; Bordeaux, France
- King's College of London; London, England
- Queen Mary College of London; London, England
- Nottingham University; United Kingdom
- CWI; Amsterdam, Holland
- Centre d'Etudes et Recherches Aérospatiales (CERMA); Paris, France
- Commissariat à l'Energie Atomique (CEA)
- Institut Supérieure des Sciences Appliqués (INSA); Rouen, France
- Iterated Function System, Inc.; Atlanta, GA
- Virginia Polytechnic Institute and State University; Blacksburg, VA
- Catholic University of Louvain; Louvain, Belgium
- Concordia University; Montreal, Canada
- Cheick Anta Dio University; Dakar, Senegal
- University of Rwanda; Butare, Rwanda
- University of Burundi; Bujumbura, Burundi
- Institut de Mathématiques et Sciences Physiques; Cotonou, Benin
- University of Costa Rica; Costa Rica, Central America
- Salzburg Seminar; Salzburg, Austria
- Belgian Physical Society, Belgium

SPOKEN LANGUAGES:

French, English, Swahili, Kinyarwanda, and Kirundi

CO-ORGANIZED CONFERENCES AND WORKSHOPS:

- 2016: Was instrumental in getting the Government of Rwanda to sponsor the 2016 TWAS meeting. The President of Rwanda opened the conference
- 2015: Was instrumental in getting the Austrian Academy of Science to sponsor the 2015 TWAS meeting. The President of Austria opened the conference
- 2014: Preparation and supervision of the 25th TWAS General Meeting with around 330 participants, in Muscat, Oman, October 25-29, 2014. Secured funding for conference (in kind contribution) of accommodation and meals for 250 participants (fully paid by the Government of Argentina) and Travel cost of \$200,000 (direct contribution) for participants.
- 2013: Preparation and supervision of the 24th TWAS General Meeting with around 300 participants, in Buenos, Argentina, October 1-5, 2013. Secured

funding for conference (in kind contribution) of accommodation and meals for 250 participants (fully paid by the Government of Argentina) and Travel cost of Euro 250,000 (direct contribution) for participants.

- 2012: Preparation and supervision of the 23rd TWAS General Meeting with around 400 participants, Tianjin, China, September 18-24, 2012. Secured funding for conference (in kind contribution) of accommodation and meals for all participants (fully paid by the Government of China) and Travel cost of \$250,000 (direct contribution) for participants.
- 2011: Preparation and supervision of the 22nd TWAS General Meeting with around 200 participants, Trieste, Italy, November 21-23, 2011
- 2010: Co-organized a workshop on science diplomacy in East-Africa with 150 participants, December 2010.
- Co-organizer: Workshop on "Wavelets and Applications to Quantum Mechanics and Astrophysics," at the Harvard Smithsonian Institute for Theoretical Atomic and Molecular Physics (ITAMP); **October 8-10, 1998**; more than 40 participants.
- Co-organizer: Workshop on "Image Processing Applications To The Digital Battlefield," at Clark Atlanta University; **September 14-15, 1998**; sponsored by the *Ballistic Missile Defense Office (BMDO)* and Air Force; more than 60 participants and 20 speakers from Academia, Industry and Military.
- Organizer: Symposium on "Wavelets and Applications," *National Alliance of Research Centers of Excellence (NARCE)* 6th Annual Conference; Atlanta, Georgia; **March 17-19, 1994**
- Co-organizer: 3rd International Conference on "Wavelets and Applications," Toulouse, France; **June 13-18, 1992**; more than 200 participants.

COMPLETE LIST OF PUBLICATIONS

A) REFERRED JOURNALS

- [1] "Invariant Bilinear Forms on the 3+2 de Sitter Space," R. Murenzi, J.-P. Gazeau, and M. Hans. *Classical and Quantum Gravity* **6**, 329 (1989).
- [2] "Wavelet Transform of Two-dimensional Fractal Aggregates," R. Murenzi, F. Argoul, A. Arneodo, J. Elezgaray, and G. Grasseau. *Phys. Lett.*, **A 135**, 327 (1989).
- [3] "Wavelet Transform Analysis of the Self-Similarity of Diffusion-Limited Aggregates and Electrode-position Clusters," R. Murenzi, F. Argoul, A. Arneodo, J. Elezgaray, and G. Grasseau. *Phys. Rev.*, **A 41**, 5537 (1990).
- [4] "Image Analysis with 2D Continuous Wavelet Transform," J.-P. Antoine, P. Carrette, R. Murenzi, and B. Piette. *Signal Processing*, **31**, 241-272 (1993).
- [5] "Two-dimensional Wavelet Analysis in Image Processing," J.-P. Antoine and R. Murenzi. *Physicalia Magazine*, **16**, 105-134 (1994).

- [6] "Two-dimensional Directional Wavelets and the Scale-angle Representation," J.-P. Antoine and R. Murenzi. *Signal Processing*, **52**, 259-281 (1996).
- [7] "Two Dimensional Directional Wavelets in Image Processing," J.-P. Antoine, R. Murenzi, and P. Vandergheynst. *Int. J. Imaging Systems & Tech.*, **7**, 152-165 (1996).
- [8] "Continuous Wavelet Transform Analysis of One Dimensional Quantum Bound States From First Principles," C. R. Handy and R. Murenzi. *Phys. Rev.*, **A 54**, 3754 (1996).
- [9] "Continuous Wavelet Transform Analysis of Rational Polynomial Potential Quantum Systems," C. R. Handy and R. Murenzi. *J. Phys.*, **A 30**, 4709 (1997).
- [10] "Moment-Wavelet Quantization: First Principles Analysis of Quantum Mechanics Through Continuous Wavelet Transform Theory," C. Handy and R. Murenzi. *Phys. Lett.*, **A 216**, 15-19 (1998).
- [11] "Robust Object Tracking in Compressed Image Sequences," Fernando Mujica, Romain Murenzi, Mark J. T. Smith, and Jean-Pierre Leduc. *Journal of Electronic Imaging*, **7(4)**, 746-754; October, 1998.
- [12] "Directional Wavelets Revisited: Cauchy Wavelets and Symmetry Detection in Patterns," J.-P. Antoine, R. Murenzi, and P. Vandergheynst. *Applied and Computational Harmonic Analysis*, **6**, 314-345 (1999).
- [13] "On the Equivalence of Moment Quantization and Continuous Wavelet Transform Analysis," C. Handy and R. Murenzi. *J. Phys.*, **A: Math. & Gen.** **31** 9897-9924 (1998).
- [14] "Moment Quantization and 'a-adic' Discrete Wavelet Transform," C. R. Handy and R. Murenzi. *J. Phy. A: Math. Gen.* **32**, 8111 (1999).
- [15] "Space-Scale Resummation of Fourier Expansions: Moment Quantization, Discrete Continuous Wavelet Transforms, and Multiple Turning Point Contributions," C. R. Handy and R. Murenzi. *Phys. Rev.*, **A** (1999).
- [16] "A New Motion Parameter Estimation Algorithm Based on the Continuous Wavelet Transform," Fernando Mujica, Romain Murenzi, Mark J. T. Smith, and Jean-Pierre Leduc. In *Institute of Electrical and Electronics Engineers (IEEE) Transactions on Image Processing*, **Vol. 9 No. 5**; May, 2000.
- [17] "Spatio-Temporal Wavelets: A Group Theoric Construction for Motion Estimation and Tracking," SIAM J.Appl. Math, Vol. 61, No. 2, pp. 596-632.

- [18] "Wigner Functions from the Two Dimensional Wavelet Group," S. Twareque Ali, A. E. Krasowska, and R. Murenzi. *J. Opt. Soc. Am. A* **17**, 2277-2287 (2000).
- [19] "Moment-Wavelet Quantization and (complex) Multiple Turning Point Contributions," C. R. Handy, R. Murenzi, K. Bouyoucef, and H. A. Brooks. *J. Phys. A: Math. Gen.*, **33**, 2151-2177 (2000).
- [20] "Pose estimation of SAR imagery using the two dimensional continuous wavelet transform," Lance Kaplan and Romain Murenzi, *Pattern Recognition Letters*, [Volume 24, Issue 14](#), October 2003, Pages 2269–2280
- [21] "Covariant affine integral quantization(s)," Jean-Pierre Gazeau and Romain Murenzi, *Journal of Mathematical Physics* **57**, 052102 (2016).
- [22] " More quantum centrifugal effect in rotating frame ", Jean-Pierre Gazeau, Tomoi Koide, and Romain Murenzi, April 2017, *EPL (Europhysics Letters)* 118(5)
- [23] "2D Covariant Affine Integral Qunatization", *Advance Operator Theory*, Volume 5, page 901-935 (2020)

B) CONFERENCE PAPERS

- [1] "Wavelet Transforms Associated to the N-dimensional Euclidean Group with Dilations: Signals in More Than One Dimension," R. Murenzi. In *Wavelets Proceedings*; Marseille, France; November, 1987. J. M. Combes, A. Grossmann, Ph. Tchamitchian, eds., Springer, 1989.
- [2] "Image Analysis with Two-dimensional Wavelet Transforms: Position, Orientation and Contour Detection," R. Murenzi, J.-P. Antoine, and B. Piette. In *"Wavelets and their Applications," Proc.*; Marseille, France, 1989. Y. Meyer, ed., Springer. Berlin, and Masson, Paris, 1991.
- [3] "Ondelettes Multidimensionnelles et Applications Analyse D'images," R. Murenzi. Ph.D. Thesis; Universite Catholique de Louvain; Louvain, Belgium; January, 1990.
- [4] "On the Use of 2D Wavelets for the Analysis of Coherent Structures," R. Murenzi, Y. Lebret, and D. Vandrome. In the *Proceedings of the "UTAM Symposium, Eddy Structure Identification in Free Turbulent Shear Flows,"* Poitiers, France; October 12-14, 1992.
- [5] "The Scale-Angle Representation in Image Analysis with 2D Wavelet Transform," R. Murenzi, J.-P. Antoine, and P. Carrette. In *"Signal Processing VI, Theories and Applications," Proc. EUSIPCO-91*, J. Vandewalle, et. al., ed.; pp 701-704; Elsevier, Amsterdam; 1992

- [6] "On the Use of 3D Wavelets Transform to the Analysis of Computational Fluid Mechanics Results," R. Murenzi, D. Astruc, Y. Lebret, L. Plantie, and D. Vandrome. In "Progress in Wavelet Analysis and Applications," Proc. Toulouse, France; June, 1992. Y. Meyer and S. Roques, eds.; pp. 463-470; Frontiers, 1993.
- [7] "Two-Dimensional Directional Wavelets: Construction, Efficiency, Applications," R. Murenzi, J.-P. Antoine, and P. Carrette. Proceedings of "Ondelettes et Applications," pp. 371-378; Toulouse, France; June 8-13, 1992.
- [8] "Spatio-temporal Wavelets: Application to the Analysis of Moving Patterns," R. Murenzi, Marc Duval-Destin. Proceedings of "Ondelettes et Applications" Toulouse, France; June 8-13, 1992.
- [9] "Scale-angle Representation: Application to Frequency Extraction and Sampling," R. Murenzi, J.-P. Antoine, and P. Carrette. Presented at *The 88th Meeting of the American Mathematical Society*; Washington, D. C.; April, 1993; **Volume 14**, pp. 321-400.
- [10] "A Tool for Motion Tracking," Romain Murenzi, Marc Duval-Destin, and Bruno Torresani. Proceedings of the conference "Time Frequency, Wavelets and Multiresolution: Theory, Models and Applications," Lyon, France; March 9-11, 1994.
- [11] "Isotropic and Anisotropic 3D Wavelets: Detection of Position and Orientation of 3D Objects," Romain Murenzi and Jean-Pierre Antoine. Proceedings of the conference "Time Frequency, Wavelets and Multiresolution: Theory, Models and Applications," Lyon, France; March 9-11, 1994.
- [12] "Directional Wavelets in Higher Dimensions," Romain Murenzi and Jean-Pierre Antoine. Proceedings of "Time Frequency, Wavelets and Multiresolution: Theory, Models and Applications," Lyon, France; March 9-11, 1994.
- [13] "Spatio-temporal Wavelets," Romain Murenzi and Marc Duval-Destin. Internal Report to CERFACS, TR/VI/91/49, 1991.
- [14] "Wavelet Analysis: A Tool in Signal Processing from 1 to 3 Dimensions," Romain Murenzi and Jean-Pierre Antoine. Proceedings of the *National Alliance of Research Centers of Excellence (NARCE) 6th Annual Conference*; Atlanta, GA; March 17-19, 1994.
- [15] "Target Detection and Target Recognition Using 2 Dimensional Continuous Isotropic and Anisotropic Wavelets," R. Murenzi. Proceedings of "Automatic Object Recognition V, SPIE's 1995 Symposium on Optical Engineering/Aerospace Sensing and Dual Use Photonics," Orlando, Florida; April 17-21, 1995.

- [16] "Spatio-temporal Wavelet Transform: Application to Target Detection and Recognition," R. Murenzi. Proceedings of "Automatic Object Recognition V, SPIE's 1995 Symposium on Optical Engineering/Aerospace Sensing and Dual Use Photonics," Orlando, Florida; April 17-21, 1996.
- [17] "Alternative Representation of an Image Via 2D Wavelet Transform. Application to Character Recognition," R. Murenzi. Proceedings of "Visual Information Processing IV, SPIE's 1995 Symposium on Optical Engineering/Aerospace Sensing and Dual Use Photonics," Orlando, Florida; April 17-21, 1995.
- [18] "Multidimensional Wavelets for Target Detection and Recognition," Sang-II Park, Mark J. T. Smith, and R. Murenzi. SPIE International Symposium on "Aerospace/Defense Sensing and Controls," Orlando, Florida; April 8-12, 1996.
- [19] "Gaussian Wavelet Analysis of Time and Space Series in Turbulent Flows," S. Bergeron, A. Vincent, R. Murenzi, A. Malevsky, and P. Biron. Internal Report CERCA, 1996.
- [20] "SAR Target Feature Extraction Using the 2-D Continuous Wavelet Transform," Lance Kaplan and Romain Murenzi. Proceedings of the SPIE Conference; Orlando, Florida; April 21-25, 1997.
- [21] "Feature Extraction in FLIR Imagery Using the Continuous Wavelet Transform (CWT)," R. Murenzi, L. Kaplan, F. Mujica, and S. Der. Proceedings of the Army Research Laboratory Symposium on "Sensors and Electron Devices," pp. 101-104; College Park, Maryland; January 21-25, 1997.
- [22] "Computational Complexity of the Continuous Wavelet Transform in Two-Dimensions," Romain Murenzi, Lance Kaplan, Jean-Pierre Antoine, and Fernando Mujica. In Proceedings of the Army Research Laboratory Symposium on Sensors and Electron Devices; pp. 121-124; College Park, Maryland; January 21-25, 1997.
- [23] "Characterization of Clutter in SAR Images Using Extended Self-Similar Processes," L. Kaplan and R. Murenzi. Proceedings of the SPIE Conference; Orlando, Florida; April 21-25, 1997.
- [24] "Spatio-Temporal Wavelet Transforms for Motion Tracking," Jean-Pierre Leduc, Fernando Mujica, Romain Murenzi, and Mark J. T. Smith. Proceedings of *ICASSP, Volume 4*, pp. 3013-3016, 1997.
- [25] "Two-dimensional Continuous Wavelet Transform as Linear Phase Space Representation of Two-dimensional Signals," J.-P. Antoine and R. Murenzi, in Wavelet Applications IV, SPIE 1997 Symposium on Aerospace/Defense Sensing, Simulation, and Controls; 3087; Orlando, FL; April, 1997.

- [26] "Texture Segmentation Using Multiscale Hurst Features," L. M. Kaplan and R. Murenzi. *Institute of Electrical and Electronics Engineers (IEEE) International Conference on Image Processing*; Santa Barbara, California; October 26-29, 1997.
- [27] "An Extended Fractal Based FOA Algorithm for SAR Imagery," L. M. Kaplan, R. Murenzi, and M. Cohen. *Proceedings of the Sixth Automatic Target Recognizer Systems and Technology Symposium*; Huntsville, AL; October 28-30, 1997.
- [28] "Fast Texture Database Retrieval Using Extended Fractal Features," L. M. Kaplan, R. Murenzi, and K. Namuduri. *Proceedings of SPIE; Volume 3312*; January, 1998.
- [29] "A Scale-based Approach for Image Quality Evaluation," K. Namuduri, R. Murenzi, and L. Kaplan. *Proceedings of SPIE; Volume 3308*, pp. 36-43; January, 1998.
- [30] "Texture Based SAR Target Detection," L. M. Kaplan, R. Murenzi, and K. Namuduri. *Proceedings of the Second Annual ARL Federated Laboratory Symposium*; College Park, Maryland; February 2-6, 1998.
- [31] "Detection and Classification of Targets in FLIR Imagery Using Two-dimensional Directional Wavelets," R. Murenzi, D. Semwogerere, D. Johnson, L. Kaplan, and K. Namuduri. *Proceedings of the Second Annual ARL Federated Laboratory Symposium*; College Park, Maryland; February 2-6, 1998.
- [32] "Scale Based Image Quality Metrics for ATR Applications," K. R. Namuduri, R. Murenzi, L. M. Kaplan. *Proceedings of the Second Annual ARL Federated Laboratory Symposium*; College Park, Maryland; February 2-6, 1998.
- [33] "SAR Target Detection by Fusion of CFAR, Variance, and Fractal Statistics," L. M. Kaplan, R. Murenzi, and K. Namuduri. *Proceedings of SPIE, Volume 3374*; April, 1998.
- [34] "Effect of Signal to Clutter Ratio on Template-Based Automatic Target Recognition," *Proceedings of SPIE; Volume 3370*; April, 1998.
- [35] "Detection/Recognition of Targets in Low-resolution FLIR Images Using 2D Directional Wavelets," R. Murenzi, D. Johnson, K. Kaplan, and K. Namuduri. *Proceedings of SPIE; Volume 3371*; April, 1998.
- [36] "Image Quality Metrics Based on Scale," K. Namuduri, R. Murenzi, and L. Kaplan. *Proceedings of SPIE; Volume 3391*; April, 1998.
- [37] "Spatio-temporal Wavelets and Tracking in Noisy Environments," F. Mujica, R. Murenzi, J. P. Leduc, and M. J. T. Smith. *Proceedings of SPIE; Volume 3391*; April, 1998.

- [38] "Evaluation of CFAR and Texture Based Target Detection Statistics on SAR Imagery," L. M. Kaplan and R. Murenzi; Proceedings of the 1998 *Institute of Electrical and Electronics Engineers (IEEE)* International Conference on Acoustics Speech, and Signal Processing; Seattle, Washington; May 12-15, 1998.
- [39] "Image Quality Assessment for ATR Applications," Kamesh Namuduri, Romain Murenzi, and Lance Kaplan. Proceedings of the Second Annual ARL Federated Laboratory Symposium; College Park, Maryland; February 2-6, 1999.
- [40] "Enhanced SAR Target Detection Using Extended Fractal Features," Lance Kaplan, Romain Murenzi, and Kamesh Namuduri. Proceedings of the Second Annual ARL Federated Laboratory Symposium; College Park, Maryland; February 2-6, 1999.
- [41] "Scale-invariant Features and Target Classification," Romain Murenzi, Weiping Zhai, and Lance Kaplan. Proceedings of the Second Annual ARL Federated Laboratory Symposium; College Park, Maryland; February 2-6, 1999.
- [42] "Characterization of target signature in sensor data using CWT based feature detection algorithms," R. Murenzi, W. Zhai, K. R. Namuduri and L. M. Kaplan, Proceedings of the *SPIE*, **Vol. 3813**, pp. 16-27, July, 1999.
- [43] "Target Detection During Image Formation for Ultra-Wideband Radar," Lance Kaplan, Romain Murenzi, and Kamesh Namuduri. Proceedings of the *SPIE*, **Vol. 3810**; Denver, CO; October, 1999.
- [44] "Continuous Wavelet Transform Analysis of One Dimensional Quantum Ground States," C. R. Handy and R. Murenzi. Proc. of the Montreal 1996 Conference on Splines & Wavelets, Centre de Recherches Mathematiques & Lecture Notes, **Vol. 18**, 303 (1999).
- [45] "Efficient 3-D Filter Banks for Motion Estimation," Fernando Mujica, Sang Park, Mark J. T. Smith, and Romain Murenzi.
- [46] "Motion Estimation Using The Spatio-temporal Continuous Wavelet Transform: New Results and Alternative Implementations," Fernando Mujica A. Mujica, Romain Murenzi, Mark J. T. Smith, and Sang-il Park. Proceeding of the International Conference on Image Processing, September 2000.
- [47] "Pose estimation of SAR imagery using the two dimensional continuous wavelet transform," L. M. Kaplan and R. Murenzi. Proceedings of the *SPIE*; Denver, CO; August, 2000.
- [48] "Using the CWT for robust object tracking," Paul Hong, Romain Murenzi, Mark J.T Smith. In the Proceedings of the Fourth Annual ARL Federated Laboratory Symposium; College Park, Maryland, 2001.

C) BOOK

"Two Dimensional Wavelets and Their Relatives," Jean-Pierre Antoine, Romain Murenzi, Twareque Ali, and Pierre Vandergheynst. Cambridge University Press (2004).

D) CONTRIBUTION IN BOOKS

[1] "The Continuous Wavelet Transform, from 1 to 3 Dimensions," Romain Murenzi and Jean-Pierre Antoine. Contributed paper in the book Subband and Wavelet Transforms: Design and Application; Mark J. T. Smith and Ali Akansu, eds.; Kluwer, Dordrecht (1996).

[2] "Africa in the Global Knowledge Economy," Romain Murenzi and Mike Hughes. Contributed chapter in the book Going for Growth: Science, Technology and Innovation in Africa; Professor Calestous Juma editor; The Smith Institute (2005).

E) THESES

[1] "Multidimensional Wavelets and Applications to Image Processing," Catholic University of Louvain; Louvain, Belgium; January, 1990, Main Ph.D. Dissertation.

[2] "The Indefinite Metric Formulation (Gupta-Bleuler) of Massless Field Theory in Minkowski Space Can Be Generalized to the Anti de Sitter Space," Catholic University of Louvain; Louvain, Belgium; January, 1990; Secondary Ph.D. Secondary Dissertation.

[3] "The Unification of Gravitation with Other Interactions with Help of a Local Gauge Theory," University of Burundi; Burundi, Africa; June, 1980; B.S. Dissertation.

[4] "The balance between privacy and security in the information age", University of Strathclyde, United Kingdom, 2013.

F) POLICY PAPERS

[1] "The Republic of Rwanda's policy on science, technology, and innovation," Romain Murenzi and Mike Hughes (Lead Coordinators), United Nations University Institute of Advanced Studies (UNU-IAS) Report, October 2006.

[2] "Brighter Rwanda," Romain Murenzi, News letter from ICTP Spring 2007, No. 120-Special Edition, published for the UNESCO Forum on "Education, Research, and Innovation: New Partnership for Sustainable Development."

[3] "Poverty Alleviation and Economic Growth in Rwanda through Science and Technology," Romain Murenzi, World Bank Institute, Special Report, January 2007.

- [4] "Building a prosperous global knowledge economy in Africa: Rwanda as case study," Romain Murenzi and Mike Hughes, Int. J. Technology and Globalization, 2000 Vol. 2, No. ¾ pp.252-267.
- [5] "Rwanda Targets Knowledge for Rebuilding," Romain Murenzi, Business daily, March 2008.
- [6] "Physics has a key role to play in development," Romain Murenzi, Interaction, London Institute of Physics, November 2005. Written for the World Conference on "Physics and Sustainable Development," Durban, South Africa, October 31-November 5, 2005.
- [7] "Broadband and the development of Rwanda," Romain Murenzi, in "Connect World Magazine, Africa & Middle East 2008 (April), World Info. Comms Ltd, London,UK." http://www.connect-world.com/articles/recent_article.php?oid=AME_2008_05.
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http://www.google.it/url?sa=t&rct=j&q=&esrc=s&source=web&cd=1&ved=0CB0QFjAAahUKEwiglcj60LLIAhWCVxoKHStHBtw&url=http%3A%2F%2Ftwas.org%2Fsites%2Fdefault%2Ffiles%2Ftwas_nl_n1_2014_p2.pdf&usg=AFQjCNG64269qurBdpNWyEK5lrAzH7QVuA&bvm=bv.104819420,bs.2,d.bGg

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May 7, 2021

Dear Search Committee,

Please accept my application for the position of President of Florida State University.

I am a proven national and global administrator and can provide dynamic direction through my extensive experience as a Government Minister, United Nations civil servant, teacher, scholar, and fundraiser.

Currently, I am the Executive Director of the World Academy of Sciences (UNESCO-TWAS), and a former Director of the Division for Science Policy and Capacity Building and Executive Secretary of the International Basic Sciences Programme (IBSP) at the UNESCO (United Nations Education Science and Culture Organization).

I served at Clark Atlanta University as Principal Investigator at the NSF (National Science Foundation) Center for Theoretical Studies of Physical Systems (CTSPS) from 1992 to 2001 and Chair of the Physics Department at Clark Atlanta University from 1999 to 2001. I also led the Rwandan government's reorganization of the national education and scientific research systems after the genocide against the Tutsis, where I served first as Minister of Education, Science, Technology, and Scientific Research from 2001 to 2006, and later as Minister in the Office of the President (of the Republic) in charge of Science, Technology, Scientific Research and Information Communication Technologies from 2006 to 2009. This breadth of experience, and my leadership role across five continents (Africa, Asia, Europe, North America and South America) primarily focused on education in general, and in administration, science, technology, diplomacy and fundraising in particular. I believe this wealth of experience makes me the ideal candidate for this multi-faceted leadership role.

My academic background testifies to my ability to provide intellectual leadership, drive change and ensure the development and management of all programs of Florida State University. Additionally, I hold a Ph.D. in Physics from the Catholic University of Louvain (Belgium, 1990), I have earned two master's degrees in Physics (Catholic University of Louvain 1986) and Information Technology and Telecommunication Law (Strathclyde University, UK, 2013), a bachelor's degree in Mathematics (University of Burundi, Burundi, 1982), and a Certificate on Advanced Course on "Electronic Commerce and Intellectual Property" (2009) from the World Intellectual Property Organization (WIPO). I also speak several languages including English, French, Italian, wahili, Kinyarwanda, and Kirundi, which would be an asset in the development of international programs while adding value through diversity and inclusion.

I elaborate below how my experience matches with the position.

- **Combination of traditional background, such as earned doctorate with a strong record of scholarship and teaching, and a proven history of executive level administrative experience**

in higher education that demonstrates the ability to lead a large, public research university with non-traditional requiring high degree of national or international success in business, industry, nonprofit or government.

Over the last two decades, I have acquired a wealth of experience in overseeing the growth and leading administrative infrastructure of national and international institutions, organizations or agencies. I'm confident that this experience will prove beneficial to me in the responsibility of creating and advancing opportunities for growth as well as leading and enhancing the administrative infrastructure supporting institutional priorities that are appropriate to a research university such as FSU. Indeed,

- a) As a former Minister of Education, Research, Science, and Technology in the government of Rwanda, I led the formulation and implementation of a host of wide-ranging educational reforms after the genocide of the Tutsis and shepherded associated laws through a parliamentary review and adoption. These included the establishment of the accreditation system for tertiary institutions and student loan system, as well as various new education policies in the country. I promoted each academic discipline and encouraged multidisciplinary approaches to bridge the Humanities and Sciences in the development of research on contemporary issues such as social justice and peace education.
- b) As Minister in the Office of the President in charge of Science, Technology, Scientific Research and Information Communication Technologies, I reinforced International partnerships between Rwandan Universities and Asian, African, American, and European universities. I devised Rwanda's first National Science, Technology and Innovation Policy, which placed the country on a path to becoming one of the most influential science and technology hubs in Africa. I had oversight of initiatives aiming at providing the country with world-class communication-information backbone infrastructure for achieving its vision of having a knowledge-led economy and knowledge society. I was instrumental in the establishment in Rwanda of institutions such as of the Carnegie Mellon University-Africa, African Institute of Mathematical Sciences (AIMS) and the East Africa Institute of Fundamental Research (EAIFR), which is affiliated to the Abdus Salam International Centre for Theoretical Physics (ICTP).
- c) As former Director of the Division of Science Policy and Capacity Building at UNESCO in Paris, I have driven the formulation and upgrading the science, technology and innovation systems and policy frameworks of UNESCO's Member States. Additionally, I oversight the development of a science-policy-society interface to advance the UN 2030 Agenda for sustainable development focusing on poverty eradication, particularly in Small Islands Developing States (SIDS) and Africa (a UNESCO global priority). My other achievements include contribution to building institutional and human capacities in science and engineering, strengthening research and innovation and promoting science education and communication, and local and indigenous knowledge systems across UNESCO's Member States. I negotiated with government officials the terms of the terms of the UNESCO's programmes and budget in science, technology and innovation, and managed a large team of

collaborators worldwide. For example, I piloted the design of a multi-million USD project aiming at developing the full research ecosystem in STI of Angola.

d) In my current role as Executive Director of TWAS, I have grown and expanded the organization through initiatives such as tripling the number of PhD fellowship opportunities in science and technology (including information and communication technologies) for students from the developing world with special focus on the LDCs, Africa and women. I have also led the Academy in the ongoing discussion on capacity building in the areas of the fourth industrial revolution (4IR) such as big data, artificial intelligence (AI), 3D printing to cite a few examples. I have access to an extensive network of researchers and scientific institutions from the global North and the global South spanning more than 100 countries. This network includes Nobel Laureates as well as members of the US National Academies of Sciences, Engineering and Medicine, the American Academy of Arts and Sciences, and The American Association for the Advancement of Sciences (AAAS).

- **Diversity, Gender and Inclusion:** *A proven record of supporting issues of diversity, equity, and inclusion and establishing a culture where faculty, students, administrators, and staff actively contribute to the vibrant life of the University.*

I have considerable experience in promoting Diversity and Gender Equity. Though my commitment to fighting all sorts of inequalities and discriminations can be traced back to my growing as a refugee student in schools where I had to face a lot of hurdles. In my professional life, I began to efficiently express it when I served as principal investigator (for nearly 9 years) at the Center for Theoretical Physical Systems, and National Science Foundation (NSF) that formed part of the Minority (Black, Hispanic, and Women) National Alliance of Research Center of Excellence (NARCE). My active efforts continued during my service as Minister in Rwanda at a national level where I promoted gender equality in education and supported the activities of FAWE (Forum of Africa Women Educationalists). Furthermore, I supported the creation of various all girls science schools and I established gender parity in awarding ministerial scholarships for study abroad. As a result, Rwanda is one of the most gender balanced countries in Africa at all stages of its education system. I gained further experience at an international level in my current role as Executive Director of UNESCO-TWAS where I supervise the administration and provide intellectual leadership to the Organization for Women in Science for the Developing World (OWSD) program and Gender in Science, Technology and Engineering (GenderInSITE) initiative. OWSD is a global network of more than 5000 women scientists from the developing world, in addition to having gender as a priority in all UNESCO-TWAS programs and activities. Furthermore, having worked for UNESCO for the last 10 years I not only value diversity and gender-responsive settings, but also know how to work with diversity for more innovation and the greatest benefits of the organization I'm working with. I do believe that diversity and multiculturalism in FSU's students and staff will increase its competitiveness, develop innovation, improve the quality of its organizational life and its connection to the local, national and global communities and I shall endeavor to promote them.

- **Increasing the University financial strength-Fundraising:** *Ability to successfully connect with public and private donor sources (e.g., friends, boosters, alumni, corporations, and foundations), and leverage dollars to support high-caliber scholarly,*

research and service programs and grow faculty/staff resources, and ability to successfully acquire public and governmental resources and funding.

In my current position as well as in my previous ones, I have had to face huge budget constraints and to come up with fundraising strategies to fill these gaps. *When the United States of America left UNESCO, the budget of TWAS was cut by a considerable amount.* I was faced with the seemingly insurmountable task of finding new partners to ensure that I did not lose a single staff member while not only maintaining all TWAS essential programs but also further strengthening them. As the Minister of Education, Science, Technology and Research, the government was only able to fund about 50% of the Ministry's budget because of reconstruction after the genocide of the Tutsis, which compelled me to raise (in collaboration with other colleagues) the other half from international development partners. Based on my extensive experience in fundraising and partnerships building, I will bring a solid capability in fundraising to FSU. I intend to use and construct a fund-raising community attitude to not only strengthen all the existing revenue streams but also create new ones, while developing the fundraising capacities of the team. This will contribute to not only attracting more students to FSU and securing revenue from tuition but also enable the FSU to undertake new research, teaching and learning projects and programs.

Furthermore, I will work with the entire FSU community to ensure the current students enjoy a memorable experience while studying so that we are able to turn them into proud alumni willing to serve the FSU as pro-bono Ambassadors wherever their careers may take them. I will actively mobilize the Alumni and turn them into a great source of financial aid and role models for current students and a useful network for new graduates seeking employment or mentors, contributors to academic programs review, visiting lecturers, among other possibilities.

My time at Clark Atlanta University showed me that it was possible, even for a historically disadvantaged black college, to attract substantial research funding from prestigious institutions such as the Advanced Research Project Agency (ARPA), the National Science Foundation (NSF), The Ballistic Missile Defense Office (BMDO) of The Pentagon, the Office of Naval Research (ONR) of The Pentagon, etc. I intend to work closely with the deans/chairs, faculty and even students to reinvigorate the culture of research grant writing to attract additional resources to FSU.

- **Talent and vision to enhance the quality of graduate programs, stimulate interdisciplinary collaboration, and build added research capacity to secure FSU's position among global peers.**

As the **President**, I will lead the University in these unprecedented times made uncertain by the global pandemic caused by the novel coronavirus, ensuring that no one is left behind. The rapid spread of the virus has caught much of the world off-guard, causing a global crisis that has disrupted all socio-economic sectors as we know them: health, education, transportation, and environment. Much of the workforce has been confined at home, putting in danger the livelihoods of more than a half the World's workforce. In particular, this period of disruption has exacerbated inequalities in access to education, scientific literacy, deficiencies in remote learning, and the cost of the digital divide. This is happening at a time when we are

entering a new era of knowledge. The automation of the 4IR will lead to an increasing number of jobs that require education in complex fields.

The post-COVID-19 world will continue to be confronted with issues related to social justice and the well-being of humanity such as those targeted by the 2030 sustainable development goals: no poverty, zero hunger, good health and well-being, gender equality, quality education, clean water and sanitation, ensure access to clean energy for all, inclusive growth, climate action, peace and justice. These are complex issues that require multidisciplinary approaches and collaboration in addressing them.

Therefore, at an academic level, interdisciplinary areas related to these global issues will be high in demand. These include such areas as racial and social justice, global poverty, global health, global human development, ethics, environmental issues, and health disparities. It will require collaboration between social/human science, natural sciences and engineering. It will require to work across different disciplines and collaborate with faculty from different departments. It is also time to attract the best possible academics and students from all disciplines all across the globe and drive new avenue of interdisciplinary collaboration to help build the high reputation of FSU and engage in the new decade as a leading university.

Given these requirements, my experience in working in teams and carrying out interdisciplinary and innovative research will be invaluable. I also have experience in dealing with global issues. For example, in 2014, the UN Secretary General, Mr. Ban Ki-Moon, appointed me as chair of the high-level panel to prepare the establishment of the United Nations Technology Bank for Least Developed Countries and in 2016, on the basis of the good work I had done on the first panel, he appointed me as one of the 10-Members of the technology facilitation mechanism for the SDGs.

- **Staunch commitment to academic excellence in undergraduate, graduate, international and professional education and scholarship, and the ability to inspire confidence and encourage achievement among students and faculty.**

I have substantial experience in effectively implementing visions and strategic plans. At UNESCO, I have driven the still ongoing vision and strategic plan of its International Basic Sciences Programme (IBSP) towards a bolstered engagement and participation of youth and women, as well as a focus on STEM in Africa, and a better interaction between scientists and Indigenous Knowledge Systems.

My managerial and leadership experience has also equipped me with capacities to formulate institutional vision and mission, translate them into strategic and annual plans, to deliver them, as well as organize, monitor and evaluate their implementation.

I was able to do it for an academic institution (the department of physics at Clark Atlanta University), a global institution (TWAS and UNESCO) and a national institution (the Ministry of Education, Science, Technology and Research). I have been able to share my belief in these visions while emphasizing the value and contribution of each and every member of the institution in order to inspire them to pursue these visions regardless of changes to their organizations.

Having interacted over the last 20 years with national and international policy makers in education, science and technology, I have a deep understanding of the kind of education and research needed to respond to local, regional, national and global challenges and will use this knowledge to contribute to the upgrade of existing programs, while designing new innovative academic programs in close collaboration with internal stakeholders (students, faculty and staff) as well as external stakeholders (public and private sector organizations and companies as well as civil society). I'm convinced that a class-A research university has to have excellent graduate education but I'm also of the view that a State university whose mission is to educate responsible global citizens dedicated to building a more just and peaceful world has to endeavour to maintain an excellent undergraduate education and I shall strive to achieving both.

- **Highlight of other relevant credentials**

I am a timely decision maker, with distinguished managerial skills, and exceptional interpersonal and presentation skills as proven by all my evaluations and achievements, which makes me capable of confronting direct lines of reporting while remaining comfortable around higher management circles.

I am a strategic planner with exceptional organizational skills, I am a result-oriented achiever who combines managerial courage with fairness and integrity. I am able to organize and motivate others into working as a team towards the achievement of strategic organizational objectives.

In my different leadership positions, I have demonstrated broad-ranging personal qualities and skills, in pursuing and achieving organizational goals through exceptional strategic focus on team management that is capable of designing and managing effective and efficient policy processes in a diverse environment.

As mentioned earlier, I have been appointed twice by the United Nations Secretary General, Mr. Ban-Ki Moon. In 2014, as chair of the high-level panel to prepare the establishment of the United Nations Technology Bank for Least Developed Countries. In 2016, the UN Secretary General appointed me as one of the 10-Member of the technology facilitation mechanism for the SDGs. In 2019, the University of Johannesburg (UJ) conferred upon me an Honorary Doctoral Degree in recognition of my achievements and contributions to society. In 2020, I was awarded the 2020 ASSAf (Academy of Science of South Africa) Distinguished Visiting Scholar Award. I was recently appointed to represent UNESCO at the Board of the Alliance of International Science Organizations (ANSO) in China. ANSO was initiated by the Chinese Academy of Science (CAS) in order to identify and address common issues in the Belt and Road Initiative to tackle global scientific challenges.

Additionally, I have been invited several times to chair and moderate high-level dialogues in the United Nations.

In my various leadership positions, I have extended partnerships with key funding and implementing partners, Academic institutions, government agencies, intergovernmental and multilateral organizations as well as civil society organizations.

In conclusion, I have extensive experience in policymaking and higher education systems, in a top-level managerial capacity as well as considerable administrative and research experience involving scholars, professors, and students. With my strategic vision for learning, teaching, assessment, and research, dedication to innovation and entrepreneurship, an unmatched ability to establish productive relationships, and values-driven approach to leadership, I strongly believe that my skills are directly aligned with your institutional goals and provide evidence that I will excel in this position.

I would be pleased to discuss my qualifications further with you through a personal interview. Should you need additional information, I am available by phone or email. Thank you for your time and consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'R. Murenzi', with a stylized flourish at the end.

Prof. Romain Murenzi,
Executive Director,
The World Academy of Sciences, TWAS,
Trieste, Italy

REFERENCES

- 1. Yuan T. Lee, 1986 Nobel Laureate in Chemistry, Taiwan, China. He is former President of the Academia Sinica and President of the International Science Council.
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- 2. Subra Suresh, current President of NTU (Nanyang Technological University), former President of CMU, and former NSF director.
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- 3. Winston Soboyejo, Senior Vice President and Provost at Worcester Polytechnic Institute (WPI)
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- 4. Ingrid Daubechies, James B. Duke Distinguished Professor of Mathematics and Electrical and Computer Engineering, Duke University
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- 5. Pradeep Khosla, Chancellor of the University of California San Diego, USA
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- 6. Alan Leshner, former CEO of the American Association for the Advancement of Science (AAAS), former Chair of National Science Board, former Director of the National Institute on Drug Abuse (NIDA), Washington DC, USA
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- 7. Mark J.T. Smith, Dean of the Graduate School and Sr. Vice Provost for Academic Affairs, Professor of Electrical Engineering, University of Texas at Austin.
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- 9. Margee Ensign, President of Dickinson College, US
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- 10. Shirley Malcom, Head of Education and Human Resources Programs, AAAS, Washington DC
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- 11. Vaughan Turekian, Former Science Advisor to the US Secretary of States and Executive Director Policy and Global Affairs
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13. Tshilizi Marwala, Vice-Chancellor of the University of Johannesburg, South Africa

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15. Rémi Quirion, Science Advisor to the Government of Québec, Canada

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17. Dr. Fernando Mujica, Senior Hardware Architect, Engineering Manager at Apple, Santa Clara, California, United States

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18. Dr. Charles Murenzi, Former Rwandan Minister of Foreign Affairs, Ambassador to Japan, Minister of Education, and Professor Mathematics at Howard University

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Giovanni Piedimonte, MD, FAAP, FCCP

Executive Biosketch

Dr. Giovanni Piedimonte is currently the *Vice President for Research and Institutional Official of Tulane University*. In this role, he is responsible for overseeing all aspects of research across the university, working with creative scholars from different disciplines to translate their work into meaningful impact that elevates the university's ability to achieve its academic goals. He also holds Professor with Tenure's appointments in the Departments of Pediatrics, Biochemistry & Molecular Biology of *Tulane School of Medicine*. Previously, he held the Steven & Nancy Calabrese Endowed Chair for Excellence in Pediatric Care, Research and Education, and served in multiple leadership roles at the *Cleveland Clinic Foundation* in Cleveland, Ohio, including Institute Chair of the Pediatric Institute, Physician-in-Chief of the Children's Hospital, President of the Children's Hospital for Rehabilitation, Professor & Chair of Pediatrics at the *Lerner College of Medicine of Case Western Reserve University*, Chief of Global Pediatric Research Operations, and Founding Director of the Center for Pediatric Research. Before that, he served for more than six years as the first Wyeth Research Scholar, Professor and Chairman of the Department of Pediatrics at *West Virginia University School of Medicine*, and Physician-in-Chief of the *WVU Children's Hospital* in Morgantown, West Virginia.

Dr. Piedimonte received his degree in Medicine from the *University of Rome School of Medicine* in Italy, completed his residency training in Pediatrics at the *University of California San Francisco*, and received fellowship training at the *Cardiovascular Research Institute of the University of California San Francisco* and at the *University of North Carolina Chapel Hill*. He maintains an active clinical practice, is regularly listed among the "Top Doctors" locally, nationally, and internationally, and holds active certifications in *General Pediatrics* and *Pediatric Pulmonology* from the *American Board of Pediatrics*. He has also received formal training in Health Care Management and Managed Care & Capitation from the *University of Miami School of Business*; Health Policy and Management from *Harvard University School of Public Health*; Healthcare Finance & Accounting from *Baldwin Wallace University*; and Population Health from *Thomas Jefferson University*.

Dr. Piedimonte has more than 25 years of experience in the leadership and management of complex academic and healthcare systems. Under his leadership, *Tulane University* federal research funding has already increased 19%, and 2020 became the best year in history for university-wide research funding. He also launched the *Grant Lifecycle Management Initiative*, a fully digital, paperless platform driving efficiency and throughput for all research operations, and started the new *Centers of Research Excellence Program* to assemble multi-disciplinary teams focused on convergence research. During his tenure at the *Cleveland Clinic*, he was responsible for all clinical, financial, academic, operational, professional, and strategic matters of one of the largest service lines in the enterprise, including more than 350 physicians and 1,000 nurses, with

annual gross revenues over \$1 billion and operating budget of more than \$280M. He managed 414 beds in four acute care hospitals, one post-acute specialty hospital, and more than 40 outpatient clinic sites caring for more than 680,000 outpatient visits, 13,000 hospital admissions, and 11,000 surgeries per year.

Dr. Piedimonte's research has been funded by the *National Institutes of Health (NIH)* for more than 30 consecutive years. He has been principal investigator or co-investigator of more than 40 research projects funded by the *NIH*, the *National Cystic Fibrosis Foundation*, the *American Lung Association*, the *Asthma and Allergy Foundation of America*, and the pharmaceutical industry. He is currently leading several funded projects involving basic cellular and molecular biology, animal models, translational and clinical trials. He served as a regular member of the *Respiratory Integrative Biology and Translational (RIBT) Research Study Section of the U. S. National Institutes of Health Center for Scientific Review* and frequently reviews *ad hoc* for other NIH study sections (LCMI, IRAP) as well as several other national and international granting agencies like the *American Association for the Advancement of Sciences*, *American Heart Association*, *Department of Veteran Affairs' Medical Research Service*, *Canadian Institutes of Health Research*, and *British Lung Foundation*. He also holds 18 U.S. and international patents protecting some of his discoveries.

Dr. Piedimonte has authored or co-authored more than 400 peer-reviewed journal articles, book chapters, monographs, editorials, and abstracts, with the primary focus on lung inflammation; the neurobiology of the developing respiratory tract; pediatric respiratory diseases; the role of early viral respiratory infections, maternal nutrition, and environmental pollution in the pathogenesis of asthma; the metabolic links between obesity, diabetes, and asthma; and mother-to-fetus transmission of infections predisposing to chronic respiratory conditions. His scientific articles have been published in high-impact journals such as *Science*, *Nature*, *Journal of Clinical Investigation*, *Circulation Research*, *Journal of Allergy and Clinical Immunology*, *American Journal of Respiratory and Critical Care Medicine*, *American Journal of Respiratory Cell and Molecular Biology*, *American Journal of Physiology*, *Journal of Pharmacology and Experimental Therapeutics*, *Public Library of Science (PLoS)*, *Pediatrics*, *Pediatric Research*, and *Journal of Pediatrics*. He has also published several op-eds and podcasts on healthcare policy and leadership topics in national media.

Dr. Piedimonte has been invited to speak on scientific and healthcare management topics on more than 500 occasions both nationally and internationally in more than 100 countries, including being the recipient of the *European Society for Paediatric Hematology and Immunology Lectureship*; the *Jerry Elliot Memorial Lectureship in Perinatal Research*; the *Japanese Society of Pediatric Pulmonology Lectureship*; the *Benjamin Burrows Lung Immunology Lectureship* of the University of Arizona; the *Frank P. Anderson Memorial Lectureship* of the Medical College of Georgia; the *Robert H. Schwartz Lectureship in the Genetics of Pediatric Disease* of the University of Rochester; the keynote address to the *American Medical Student Association* in New York; the *Gilbert Friday Memorial Lectureship on Asthma*; and endowed lectureships from the Medical University of South Carolina, University of Louisville, and the University of South Florida. He is the recipient of a *Career Investigator Award of the American Lung Association*, the *Investigator Award of the Asthma and Allergy Foundation of America*, and the *Pfizer Visiting Professorship in Pulmonology*. He is a Fellow of both the *American Academy of Pediatrics* and the *American College of Chest Physicians*. He also serves on the editorial boards of several scientific journals and many advisory boards.

CURRICULUM VITAE

May 1, 2021

PERSONAL

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Current

Position: *Vice President for Research and Institutional Official
of Tulane University
Professor of Pediatrics, Biochemistry & Molecular Biology
Tulane School of Medicine*

Citizenship: United States of America

EDUCATION

Predoctoral

Training:

Lyceum Maurolico, Messina, Italy; Classic Diploma, 1980

University “La Sapienza” School of Medicine, Rome, Italy;
M.D. *magna cum laude*, 1986

Postdoctoral

Training:

University “La Sapienza” School of Medicine, Rome, Italy;
Department of Pediatrics, Intern, 1985-86

University “La Sapienza” School of Medicine, Rome, Italy;
Department of Pediatrics, Resident, 1986-88

University of California School of Medicine, San Francisco,
California; Cardiovascular Research Institute,
Multidisciplinary Training Program in Lung Diseases, Post-
Doctoral Fellow, 1988-91

University of California School of Medicine, San Francisco,
California; Department of Pediatrics, Senior Resident, Jan-
Dec 1992

University of North Carolina School of Medicine, Chapel
Hill, North Carolina; Department of Pediatrics, Pediatric
Pulmonary Medicine, Post-Doctoral Fellow, 1993-95

Other Training:

Certificate Program in Health Care Management,
University of Miami School of Business, 1999

Certificate Program in Managed Care & Capitation,
University of Miami School of Business, 1999

Executive Development Seminar for Associate Deans and
Department Chairs, Association of American Medical
Colleges / Harvard Medical School Department of
Continuing Education, Ft. Lauderdale, FL, 2006

Program for Chiefs of Clinical Services, Harvard School of
Public Health, Department of Health Policy and
Management, Boston, MA, 2008

Civic Leadership Institute, Cleveland Leadership Center,
Cleveland, OH, 2013

Healthcare Finance & Accounting for Executives, Baldwin
Wallace University, Cleveland, OH, 2013

Population Health Academy, Jefferson College of
Population Health, Thomas Jefferson University,
Philadelphia, PA, 2015

Association of Governing Boards Institute for Leadership &
Governance in Higher Education, Pathway to the
Presidency – 3rd Cohort, Washington, DC, 2021

Certifications
& Licensures:

National Board and Medical Registration (Italy), 1986

Foreign Medical Graduate Examination in the Medical Sciences; ECFMG Certificate 404-871-4, 1987

Specialist in Pediatrics *magna cum laude* (Italy), 1990

Federation Licensing Examination (FLEX), 1991

California Medical License (A 51609), 1993

North Carolina Medical License (93-00275), 1993

West Virginia Medical License (22513), 2006-2013

Ohio Medical License (35.120377), 2012-2020

Florida Medical License (ME 135660), 1995-present

Louisiana Medical License (322269), 2020-present

American Board of Pediatrics, General Pediatrics

Certificate number 51862, 1993

General Pediatrics Certification Renewals: 2001 and 2007

American Board of Pediatrics, Pediatric Pulmonology

Certificate number 00516, 1996

Pediatric Pulmonology Certification Renewals: 2002 and 2011

PROFESSIONAL EXPERIENCE

Academic

Appointments:

University of Miami, Miami, Florida; 1995-2006

Associate Professor, Departments of Pediatrics, Medicine, and Molecular & Cellular Pharmacology, School of Medicine (1995-2001)

Professor with Tenure, Departments of Pediatrics, Medicine, and Molecular/Cellular Pharmacology, School of Medicine (2001-2006)

West Virginia University, Morgantown, West Virginia; 2006-2012

Professor with Tenure & Chairman, Department of Pediatrics, School of Medicine

Professor, Department of Basic Pharmaceutical Sciences, School of Pharmacy

Case Western Reserve University / Cleveland Clinic Lerner College of Medicine, Cleveland, Ohio; 2012-2019

Professor & Chairman, Department of Pediatrics, School of Medicine

Tulane University, New Orleans, Louisiana; 2019-present

Professor with Tenure, Departments of Pediatrics, Biochemistry & Molecular Biology, School of Medicine

Professional
Appointments:

***University of Miami / Jackson Memorial Medical
Center, Miami, Florida; 1995-2006***

Director, Division of Pulmonology, Department of
Pediatrics

Attending Physician:

Jackson Memorial Medical Center
Mount Sinai Medical Center
Baptist Hospital of South Florida
South Miami Hospital

Founding Medical Director, Pediatric Lung Transplant
Program (UNOS FLJM)

Founding Director, Pediatric Pulmonology Fellowship
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Founding Director, Cystic Fibrosis Center (CFF #143)

Director, Asthma Center

***West Virginia University, Morgantown, West Virginia;
2006-2012***

Physician-in-Chief, Children's Hospital

Chief, Division of Pediatric Allergy/Immunology,
Pulmonology, and Sleep Medicine

Founding Director, Pediatric Research Institute

Cleveland Clinic Foundation, Cleveland, Ohio; 2012-2019

Chairman and Physician-in-Chief, Pediatric Institute and Children's Hospital

President, Children's Hospital for Rehabilitation

Founding Director, Center for Pediatric Research

Chief, Global Pediatric Research Operations

Tulane University, New Orleans, Louisiana; 2019-present

Vice President for Research

University Institutional Official

Research Integrity Officer

Attending Physician:

Tulane Medical Center

Children's Hospital of New Orleans (LCMC Health)

PUBLICATIONS

Healthcare Policy

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ACADEMIC PRODUCTIVITY

Funded Research

Active

Neurogenic Inflammatory Response to RSV

NIH/NHLBI 2R01 HL061007-15

Role: Principal Investigator (20% effort)

Total award: \$ 3,578,381, 2019-24

The primary aim of this project is to provide conclusive evidence that viruses like RSV, which usually causes only common colds in adult humans, can cross the human placenta, infect the human fetus during a highly vulnerable “window of opportunity”, and modify the molecular structure of human lungs leading to persistent airway hyperreactivity.

Mechanisms of Airway Epithelial Barrier Dysfunction by Respiratory Syncytial Virus and Environmental Stimuli

NIH/NHLBI RO1 HL148057-01

Role: Co-Investigator (5% effort)

Total award: \$3,000,000, 2019-24.

The overall goal of this proposal is to investigate the mechanisms of pollution-dependent disruption of the airway epithelial barrier and predisposition to RSV infection. The central hypothesis is that exposure to ultrafine particles increases airway epithelial permeability by causing disassembly of the apical junctional complex, and that such barrier breakdown increases risk and severity of RSV infection and airway hyperreactivity.

iNO as Therapy for SARS-CoV-2 and RSV in a Murine Model

Beyond Air, Inc.

Role: Principal Investigator (5% effort)

Total award: \$267,461, 2021-22.

Goal of this proposal is to investigate the efficacy and safety of inhaled NO as a therapeutic agent for severe viral respiratory infections using murine models of disease.

Pending Vertical Transmission of COVID-19

NIH/NHLBI 3R01 HL061007-15

Role: Principal Investigator (10% effort)

Total award: \$ 547,040

The primary aim of this project is to provide conclusive evidence that SARS-Cov-2, agent of the COVID-19 pandemic, can cross the human placenta, infect the human fetus during a highly vulnerable “window of opportunity”, and modify the molecular structure of human lungs leading to persistent airway hyperreactivity.

COVID-19 during pregnancy, infant infections, and postpartum mental health

NIH PA-20-272 (Administrative Supplements to Existing NIH Grants and Cooperative Agreements)

Role: Principal Investigator

Total requested award: \$1,011,458

The overall project goal is to address the bidirectional relationships between infection and maternal mental health, which will be addressed through the following specific aims: 1) Examine the effects of COVID-19 infection on maternal mental health. 2) Examine the effects of “2020 stressors” (pandemic isolation, hurricanes, racial violence) on maternal mental health, and 3) Examine the bidirectional relationship between infant infection (i.e., respiratory tract infections) and maternal mental health.

Completed: Federal Grants

Automated System for Telephonic Home Management of Asthma (NIH Small Business Innovation Research Program Phase I, 1R43 HL59024-01); Role: Co-Investigator, Total award: \$99,997, 1997-98.

Automated System for Telephonic Home Management of Asthma (NIH Small Business Innovation Research Program Phase II, 1R43 HL59024); Role: Co-Investigator, Total award: \$749,783, 1999-01.

School-Based Asthma Intervention Program - Puerto Rico Supplement (NIH R18 AI36908); Role: Co-PI, Total award: \$150,000, 1997-03.

Neurogenic Inflammatory Response to RSV (NIH 1R01 HL61007-01); Role: Principal Investigator, Total award: \$1,510,000, 1999-05.

DR3 in Asthma and in Ontogeny (NIH-NIAID AI061807, RFA #AI-03-41); Role: Co-Investigator, Total award: \$2,590,315, 2004-05.

Neurogenic Inflammatory Response to RSV (NIH 2RO1 HL061007); Role: Principal Investigator, Total award: \$1,878,300, 2006-11.

National Children's Study (NCS): Marion County (NIH-NICHD-NCS-07-11); Role: Co-PI, Total award: \$9,866,280, 2008-12.

SARP III: Characterization and Longitudinal Follow-up Protocol (NIH/NHLBI SARP: Severe Asthma Research Program); Role: Co-investigator, Cleveland Clinic Site, 2012-17.

Airway Epithelial Barrier Dysfunction in Response to

Respiratory Syncytial Virus (NIAID 7Ko8 AI112781; PI: Fariba Rezaee); Role: Principal Mentor, Total award: \$ 613,041, 2015-18.

Neurogenic Inflammatory Response to RSV
(NIH/NHLBI 2RO1 HLo61007)
Role: Principal Investigator
Total award: \$1,572,369, 2012-18.

Completed: Foundation Grants

Influence of Cigarette Smoke on Neurogenic Inflammation (University of California Tobacco-Related Disease Research Grant); Role: Principal Investigator, Total award: \$70,000, 1990-92.

Adenoviral Vector-Induced Airway Inflammation (American Lung Association of Florida, Career Investigator Award); Role: Principal Investigator, Total award: \$59,873, 1997-99.

Family-Based Adherence Intervention for Pediatric Asthma (American Lung Association of Florida, Behavioral Research Grant); Role: Co-PI, Total award: \$60,000, 1997-99.

CF Center Grant (Cystic Fibrosis Foundation C152); Role: Center Director, Total award: \$108,557, 1999-04.

Neurogenic Inflammatory Response to RSV (Asthma and Allergy Foundation of America, Investigator Award Grant); Role: Principal Investigator (10% effort), Total award: \$40,000, 1999-01.

Asthma Clinical Research Center (American Lung Association); Role: Co-PI, Total award: \$200,000, 1999-03.

The Association between Obesity, Diabetes and Asthma in the Children of West Virginia (WVU Foundation); Role: Principal Investigator (10% effort), Total award: \$5,675,574, 2008-12.

The Effects of Metabolic Abnormalities Management on Asthma in Obese Children and Adolescents. Ochsner Research CRISP (Clinical Research & Innovation Support Program; Role: Co-PI; Total award: \$24,655, 2016-17.

Restoration of Hyaluronan Matrices in Cystic Fibrosis Airways and Mucus (Cystic Fibrosis Foundation PIEDIM16Go); Role: Principal Investigator, Total award: \$210,000, 2016-19.

Completed: Pre-clinical/Clinical Trials

Pivotal Phase III Study of MEDI-493 (Humanized RSV Antibody) for the Prophylaxis of Severe RSV Disease in Premature Infants and Infants with Bronchopulmonary Dysplasia (MedImmune); Role: Principal Investigator, Total award: \$80,000, 1996-97.

Effect of Respiratory Syncytial Virus Immune Globulin on RSV-Induced Neurogenic Airway Inflammation (MedImmune); Role: Principal Investigator, Total award: \$30,000, 1996-97.

Randomized, Open Label, Cross-Over Study Comparing the Parent/Guardian Preference for Montelukast Sodium Tablets or Cromolyn Sodium Aerosol (MDI) Treatment for their Children Ages 6-11 with Chronic Asthma (Merck); Role: Principal Investigator, Total award: \$24,529, 1997-98.

Mechanism of RSV-Induced Neurogenic Airway Inflammation and the Protective Effect of RSV-IG (MedImmune); Role: Principal Investigator, Total award: \$50,000, 1997-99.

Mechanism of RSV-Induced Neurogenic Airway Inflammation and the Protective Effect of Palivizumab (MedImmune); Role: Principal Investigator, Total award: \$50,000, 1999-02.

Effect of Levalbuterol on Neurogenic Airway Inflammation and Non-Adrenergic, Non-Cholinergic Bronchoconstriction in an Animal Model of RSV Bronchiolitis (Sepracor, SRC005); Role: Principal Investigator, Total award: \$50,000, 2000-02.

Effects of Montelukast (Singulair®) on Airway Inflammation *in Vivo* in an Animal Model of RSV Bronchiolitis (Merck, SING-US-86-99); Role: Principal Investigator, Total award: \$50,000, 2000-02.

Effect of (R,R)-Formoterol on Neurogenic Airway Inflammation and Non-Adrenergic, Non-Cholinergic Bronchoconstriction in an Animal Model of RSV Bronchiolitis (Sepracor); Role: Principal Investigator, Total award: \$50,000, 2001-02.

Comparison of the Preventive and Therapeutic Effect of Palivizumab and Numax on RSV-Induced Apnea (MedImmune); Role: Principal Investigator, Total award: \$52,500, 2001-03.

A Phase I/II Study of Interferon Gamma-1b (IFN- γ 1b) by Subcutaneous Injection for the Treatment of Patients with Cystic Fibrosis (InterMune); Role: Principal Investigator, Total award: \$53,130, 2002-03.

A Phase II, Randomized, Double-Blind, Two-Period, Cross-Over Study to Evaluate the Pharmacokinetics, Safety and Tolerability of a Liquid Formulation of Palivizumab (MEDI-493, Synagis), a Humanized Respiratory Syncytial Virus Monoclonal Antibody, in Children with a History of Prematurity (MedImmune); Role: Principal Investigator, Total award: \$36,000, 2002-03.

A 1-year, Randomized, Double-blind, Parallel-group, Placebo-controlled, Multicenter Evaluation of Efficacy, Safety, Pharmacokinetics and Pharmacodynamics of Omalizumab in Children with Moderate-Severe, Persistent, Inadequately Controlled Allergic Asthma (Novartis, CIGE025AIA05); Role: Principal Investigator, Total award: \$141,918, 2004-05.

Effect of Fluticasone and Salmeterol on Virus-Induced Neural Remodeling in the Airways (GlaxoSmithKline); Role: Principal Investigator, Total award: \$189,375, 2003-05.

Randomized, Double-Blind, Placebo-Controlled Trial of Albuterol and Levalbuterol in the Management of RSV Bronchiolitis (Sepracor); Role: Principal Investigator, Total award: \$388,750, 2003-05.

A Phase III Study to Evaluate Study Drug for the Prophylaxis of RSV Infection in High Risk Infants (MedImmune); Role: Principal Investigator, Total award: \$140,000, 2004-05.

A Randomized, 2-Period, Multi-Center Double Blind, Parallel Group Study Comparing the Effects of 2 Doses of Montelukast Granules and Placebo in the Treatment of Respiratory Symptoms Associated with Respiratory Syncytial Virus Induced Bronchiolitis in Children aged 6 to 18 Months (Merck); Role: Principal Investigator, Total award: \$ 36,500, 2003-05.

Effect of Budesonide on Virus-Induced Neural Remodeling in the Airways (Astra-Zeneca); Role: Principal Investigator, Total award: \$70,000, 2003-05.

Effect of Montelukast on Virus-Induced Neural Remodeling in the Airways (Merck, SING-US-33-03); Role: Principal Investigator, Total award: \$50,000, 2004-05.

Effect of Human Metapneumovirus on Neurogenic Airway Inflammation (MedImmune); Role: Principal Investigator, Total award: \$75,000, 2006-08.

Effect of Palivizumab and Numax on Virus-Induced Neural Remodeling in the Airways (MedImmune); Role: Principal Investigator, Total award: \$74,340, 2006-09.

Effect of R-Albuterol and S-Albuterol on Virus-Induced Neural Remodeling in the Airways (Sepracor, SRC-152); Role: Principal Investigator, Total award: \$77,500, 2006-09.

Phase III, Randomized, Double-Blind, Placebo-Controlled Study Evaluating the Efficacy and Safety of a Human Monoclonal Antibody, REGN-2222, for the Prevention of Medically Attended RSV Infection in Preterm Infants (Regeneron Pharmaceuticals); Role: Co-PI, Total award: \$146,148, 2016-17.

Patents

U.S. Issued:

1. **NK-1 Receptor Antagonists for Prevention of Neurogenic Inflammation in Gene Therapy;** Application #09/077,045, Patent # 6,562,335, Grant date: May 13, 2003.

2. **Biomarkers for Bronchopulmonary Dysplasia;**
Application #62/132,636, Patent pending.

Foreign Issued:

3. **Canada**, Application #2228572, Patent #2228572,
Grant date: October 2, 1996;
4. **Switzerland**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
5. **Netherlands**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
6. **Luxembourg**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
7. **Italy**, Application #96931199.2, Patent # EP0854720,
Grant date: August 4, 1999;
8. **Ireland**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
9. **Greece**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
10. **Germany**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
11. **Great Britain**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
12. **France**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
13. **Finland**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;
14. **Denmark**, Application #96931199.2, Patent #
EP0854720, Grant date: August 4, 1999;

15. **Belgium**, Application #96931199.2, Patent # EP0854720, Grant date: August 4, 1999;
17. **Japan**, Application #514868/97, Patent # EP0854720, Grant date: August 4, 1999;
16. **Austria**, Application #96931199.2, Patent # 3041051, Grant date: March 3, 2000;
18. **Mexico**, Application #981905, Patent # 204057, Grant date: September 3, 2001.

Editorial
Boards:

Pediatric Pulmonology, 2004-present

Pediatric Allergy, Immunology & Pulmonology, 2004-present

Current Pediatric Reviews, 2004-present

Italian Journal of Pediatrics, 2017-present

Current Respiratory Medicine Reviews, 2017-present

Journal of Thoracic Disease, 2019-present

Frontiers in Immunology, Guest Editor, 2021-present

Recent Patents on Anti-Infective Drug Discovery, 2005-2012

The Clinical Respiratory Journal, Associate Editor, 2008-2012

Current Opinion in Pharmacology, Guest Editor,
Respiratory Section, 2010

Editorial

Responsibilities:

Acta Paediatrica
Allergy
American Journal of Respiratory and Critical Care
Medicine
American Journal of Respiratory Cell and Molecular
Biology
American Journal of Physiology
Antimicrobial Agents and Chemotherapy
Archives of Disease in Childhood
British Medical Journal
BMJ Open
eLife
Environmental Science Nano
European Journal of Pediatrics
European Respiratory Journal
Expert Opinion on Therapeutic Patents
Expert Review of Respiratory Medicine
F1000 Research
Free Radical Biology & Medicine
International Archives of Allergy and Immunology
Journal of Applied Physiology
Journal of Clinical Investigation
Journal of Critical Illness
Journal of Immunology
Journal of Medical Virology
Journal of Pediatric Infectious Diseases
Medical Principles and Practice
Microbes and Infection
Molecular Biology Reports
Nanotoxicology
Neurology

Neuroscience Letters
Obesity
Pediatric Health
Pediatric Infectious Disease Journal
Pediatric Research
Pediatric Pulmonology
Pediatrics
PLoS (Public Library of Science)
PLoS Pathogens
Prostaglandins and Other Lipid Mediators
Respiratory Research
Science Translational Medicine
Scientific Reports
The Journal of Infectious Diseases
The Journal of Pediatrics
The Lancet
The Lancet Respiratory Medicine
The Medical Letter
Thorax
Vaccines

Review

Boards:

National Institutes of Health, Respiratory Integrative Biology and Translational Research (RIBT) Study Section, Regular Member 2007-2011

National Institutes of Health, Lung Cellular, Molecular, and Immunobiology Study Section (LCMI) Study Section, Ad Hoc Member

National Institutes of Health, Infectious Disease, Reproductive Health, and Asthma/Pulmonary Conditions (IRAP) Study Section, Ad Hoc Member

National Institutes of Health, Infectious Diseases and Microbiology, Innovative Virology Study Section (ZRG₁)

IDM-G 90), Ad Hoc Member

National Institutes of Health, Special Emphasis Panel,
NHLBI Lung Primary Prevention Review (ZHL1 CSR-H S1)

National Institutes of Health, Special Emphasis Panel for
review of R15 grant applications in the area of the Cardio-
vascular and Respiratory Sciences (ZRG1 CVRS-F 90)

National Institutes of Health, Special Emphasis Panel for
RFA HL-05-009 SCCOR in Host Factors in Chronic Lung
Diseases

National Institutes of Health, National Center for Research
Resources Special Emphasis Panel/Scientific Review Group
for U54 Roadmap Interdisciplinary Centers (ZRR1 BT-8 01)

National Institutes of Health, National Heart, Lung, and
Blood Institute (NHLBI), PPG Special Emphasis Panels

National Institutes of Health, National Center for Research
Resources (NCRR), Special Emphasis Panel for the Loan
Repayment Program (LRP)

National Institutes of Health Special Emphasis Panel;
Member Conflicts: Pulmonary Diseases (ZRG1 CVRS-N 03)

National Institutes of Health Special Emphasis Panel;
Pulmonary, Kidney, and Mental Health Disease Member
Conflict (ZRG1 PSE-V 02)

American Association for the Advancement of Science
(AAAS), Research Competitiveness Program Collaborative
Research Fund (CRF), Panelist

American Heart Association, External Reviewer

Department of Veteran Affairs' Medical Research Service,

External Reviewer

Canadian Institutes of Health Research (CIHR/IRSC),
External Reviewer

Swiss National Science Foundation, External Reviewer

Comisión Nacional de Investigación Científica y
Tecnológica (CONICYT), Ministerio de Educación,
Gobierno de Chile, Reviewer

British Lung Foundation, Reviewer

Advisory
Boards:

Acute Respiratory Illness Association for Infants and
Children, Inc. (A.R.I.A.); Board of Directors; 1997

Research in Allergy and Pulmonology Innovative
Development (R.A.P.I.D.); Advisory Board Chairman,
2000-01

Advisory Group for the American Thoracic Society's
International Conference Committee, 2000

American Thoracic Society Health Care Policy Committee,
2001

Merck Pediatric Asthma Advisory Board, 2003-2004

GlaxoSmithKline Pediatric Specialist Advisory Board, 2003

Altana Global Paediatric Advisory Board, 2004

Merck Pediatric Respiratory Advisory Board, 2005-2009

Schering-Plough Clinical Expert Forum, 2005

IVAX National Advisory Board, 2005

Critical Therapeutics 5-Lipoxygenase Advisory Board, 2006

National Environmental Education and Training
Foundation (N.E.E.T.F.), Children's Environmental Health
Faculty Champion, 2006

Schering-Plough Pulmonology Expert Advisory Board,
2007

Merck Global Respiratory Advisory Board, 2009-2011

International Center for Autism Research and Education
(I.C.A.R.E.), Steering Committee, 2014-2019

Boehringer-Ingelheim Pediatric Asthma Experts Advisory
Board, 2015

Athenahealth's Advisory Roundtable, 2017

American Board of Pediatrics, Pediatric Pulmonology
Standard Setting Panel, 2018

Teva Respiratory Advisory Board, 2018

Building Interdisciplinary Research Careers in Women's
Health (BIRCWH), Advisory Committee, 2020-present

Elly Health, Inc., Advisory Board, 2020-present

Beyond Air, Advisory Board, 2020-present

RESTORE Act Center of Excellence for Louisiana, Coastal
Protection and Restoration Authority, The Water Institute
of the Gulf, Executive Committee, 2020-present

Internal Steering Committee Member, Tulane University
COVID-19 Antibody and Immunity Network, 2020-present

Professional
Memberships:

American Thoracic Society (ATS); 1990-present

American Physiological Society (APS); 1992-present

American Academy of Pediatrics (AAP); 1992-present

American College of Chest Physicians (ACCP); 1994-
present

Association of Medical School Pediatric Department Chairs
(AMSPDC), 2006-2019

Children's Hospital Association (CHA; formerly National
Association of Children's hospital and related Institutions,
NACHRI), 2006-2019

American Association for Physician Leadership (AAPL),
2008-present

American Pediatric Society (APS), 2009-present

Society for Pediatric Research (SPR), 2009-present

Collegium Internationale Allergologicum (CIA), 2010-
present

Ohio Hospital Association (OHA), 2012-2019

The Academy of Medicine of Cleveland and Northern Ohio
(AMCNO), 2012-2019

American College of Healthcare Executives (ACHE), 2017-present

Association of Academic Health Centers (AAHC), 2019-present

American Heart Association (AHA), 2020-present

University Research Association (URA), 2020-present

Honors
& Awards:

Italian Research National Council Scholarship in Biomedical Research, 1988

Walter Travel Fund Award of the American Lung Association of San Francisco, 1989

University of California Tobacco-Related Disease Research Award, 1990.

American Lung Association of Florida Career Investigator Award, 1997

Fellow of the American College of Chest Physicians (F.C.C.P.), 1997

Asthma and Allergy Foundation of America Investigator Award, 1999

Jerry Elliott Memorial Lecturer, 9th Annual South Central Conference on Perinatal Research, Austin, TX, 2002

Fellow of the American Academy of Pediatrics (F.A.A.P.), 2003

Benjamin Burrows Lung Immunology Lecture, University

of Arizona/Arizona Respiratory Center, Tucson, AZ, 2003

America's Top Pediatricians, 2004-present

1st Visiting Professor of Pediatric Pulmonology, Medical University of South Carolina, Charleston, SC, 2004

3rd Pediatric Pulmonology Lectureship, University of Louisville, Louisville, KY, 2004

International Health Professional of the Year, International Biographical Centre, Cambridge, England, 2005

1st Wyeth Research Scholar, West Virginia University, Morgantown, WV, 2006

Frank P. Anderson Memorial Lecturer, Medical College of Georgia, Augusta, GA, 2007

Pfizer Visiting Professorship in Pulmonology, University of South Florida, Tampa, FL, 2008

Who's Who in America, 2009-present

Robert H. Schwartz Lectureship in the Genetics of Pediatric Disease, University of Rochester School of Medicine & Dentistry, Rochester, NY, 2009

The Steven and Nancy Calabrese Chair for Excellence in Pediatric Care, Research and Education, Cleveland Clinic Foundation, Cleveland, OH, 2012

Cleveland Top Doctors, Pediatric Pulmonology, Cleveland Magazine, 2016, 2017, 2018

Cleveland Clinic Innovator Award for "Biomarkers for Bronchopulmonary Dysplasia", Cleveland, OH, 2016

Gilbert Friday Memorial Lecture, Nemaclin International

Asthma Conference, Farmington, PA, 2017

The Leading Physicians of the World, The International Association for Healthcare Professional (IAHCP), 2017

Invited

Presentations:

1990

American Thoracic Society/American Lung Association
86th International Conference, Boston, MA

1991

Western Society of Clinical Investigation, Carmel, CA

1992

American Thoracic Society/American Lung Association
88th International Conference, Miami, FL

1993

66th Scientific Sessions of the American Heart Association,
Atlanta, GA

1995

Williamsburg Conference on Gene Therapy for Cystic
Fibrosis, Williamsburg, VA

9th Annual North American Cystic Fibrosis Conference,
Dallas, TX

University of Miami, "Asthma Management: Pathogenetic
and Therapeutic Implications of Airway Inflammation",
Miami, FL

1996

University of Miami, “Advanced Pediatric Resuscitation and Emergency Care Course”, Miami Beach, FL

American Lung Association, “Management of End-Stage Lung Disease”, Miami, FL

1997

“Masters of Pediatrics” Conference, Miami, FL

HOPE Worldwide Health Corps Conference, Kingston, Jamaica

11th North American Cystic Fibrosis Conference, Nashville, TN

1998

1st Interamerican Medicine Course, Miami Beach, FL

Pri-Med Conference, Primary Medicine Today, Ft. Lauderdale, FL (also 1999 and 2000)

22nd International Conference on the “Fetal” Neonate, Key Biscayne, FL

1999

“Masters of Pediatric Critical Care and Resuscitation” Conference, Miami Beach, FL

Pediatric Academic Societies Annual Meeting, San Francisco, CA

University of Miami/Jackson Memorial Hospital
Department of Family Medicine & Community Health
Grand Rounds, Miami, FL

“The Management of Respiratory Diseases in the New Millennium”, Palm Beach, FL

Washington University Asthma Conference/Pulmonary Grand Rounds, St. Louis, MO

Cardinal Glennon Children’s Hospital, Neonatology/Pulmonary Conference, St. Louis, MO

2000

The 2nd Annual Lynn P. Carmichael Family Medicine Update, Miami, FL

”Risk Factors for Childhood Asthma”, CME Course, Seabrook Island, SC

American Thoracic Society/American Lung Association/Canadian Lung Association 96th International Conference, Toronto, Ontario, Canada

Wolfson Children’s Hospital/Baptist St. Vincent’s Medical Center, Pediatric Grand Rounds, Jacksonville, FL

University of Florida Health Science Center, Pediatric Grand Rounds, Jacksonville, FL

University of Rochester/Children’s Hospital at Strong, Pediatric Grand Rounds, Rochester, NY

World Congress on Lung Health/10th European Respiratory Society Congress, Florence, Italy

”Advances in Prevention and Treatment of Respiratory Tract Infections: Advancing Standards of Care in the Premature Infant”; Paris, France

"RSV and RAD – Possibilities for Prevention?",
International Round-Table Meeting, Paris, France

University of South Florida, Visiting Professor, Tampa, FL

3rd Annual Update on RSV, Dallas, TX

Duke University/University of North Carolina, Visiting
Professor, NC

Abbott Neonatology Meetings, Rome, Italy (also 2001)

St. Mary's Medical Center, Pediatric Grand Rounds, West
Palm Beach, FL

2001

"Expert Opinions on the Challenge of RSV", The Royal
College of Physicians, London, United Kingdom

RSV Internasjonalt Symposium, Stockholm, Sweden and
Oslo, Norway

"Prevencion de la Infeccion por VRS" – Beneficios a corto y
largo plazo, Madrid, Spain

The 2nd Annual Pediatric Asthma and Respiratory Course,
University of Florida-Shands Health Science Center,
Jacksonville, FL

XXIII Reunion de la Sociedad Espanola de Neumologia
Pediatrica, Tenerife, Spain

University of Illinois/Rush Presbyterian/St. Luke's
Hospitals, Pediatric Grand Rounds, Chicago, IL

VII Congress of the Italian Neonatology Society, Chieti,
Italy

4th Annual Update on RSV, Scottsdale, AZ

”Hot Topics in Neonatology”, Ascot, UK

SUNY Upstate Medical University, Visiting Professor,
Syracuse, NY

Walter Reed Army Medical Center/Bethesda Naval
Medical Center, Visiting Professor, Washington, DC

Georgetown University, Pediatric Grand Rounds,
Washington, DC

Medical College of Virginia, Pediatric Grand Rounds,
Richmond, VA

CHEST 2001, Chairman, Symposium on “Viral Infections
and Asthma: New Cellular and Molecular Links”,
Philadelphia, PA

Cincinnati Children’s Hospital, Visiting Professor,
Cincinnati, OH

”Bronchiolite e Asma nel Bambino”, Rome, Italy

2nd RSV Consultation Board, Yokohama, Japan

Ohio State University/Columbus Children’s Hospital,
Visiting Professor, Columbus, OH

41st Interscience Conference on Antimicrobial Agents and
Chemotherapy (ICAAC), Chicago, IL

2002

Pittsburgh Children’s Hospital/University of Pittsburgh,
Visiting Professor, Pittsburgh, PA

“Advanced Course in Neonatal Pulmonology”, Catholic University School of Medicine, Rome, Italy

”Preceptorships in Pediatric Pulmonology”, Course Director, Miami, FL

St. Joseph’s Children’s Hospital, Pediatric Grand Rounds, Paterson, NJ

American Thoracic Society 98th International Conference, Atlanta, GA

1st International Congress on RSV, Washington, DC

British Columbia Children’s Hospital, Pediatric Grand Rounds, Vancouver, BC, Canada

”Advances in Pediatric Medicine” Conference, Whistler, BC, Canada

University of California San Francisco, Pediatric Grand Rounds, San Francisco, CA

Lucille Packard Children’s Hospital/Stanford University, Visiting Professor, Palo Alto, CA

European Society for Paediatric Haematology and Immunology (ESPHI)/British Paediatric Allergy, Immunology and Infection Group (BPAIIG) Joint Congress, **Keynote Lecture**, London, UK

“International RSV Symposium: Berlin 2002”, Berlin, Germany

58th National Congress of the Italian Paediatric Society, **Keynote Lecture**, Montecatini Terme, Italy

9th Annual South Central Conference on Perinatal Research, Jerry Elliott Memorial Lecturer, Austin, TX

Johns Hopkins University / University of Maryland, Visiting Professor, Baltimore, MD

National Institutes of Health, Visiting Professor, Bethesda, MD

CHEST 2002, 4th ACCP Pediatric Pulmonology and Critical Care Fellows Conference, San Diego, CA

University of South Florida College of Medicine, Visiting Professor, Tampa, FL

35th Conference of the Japanese Society of Pediatric Pulmonology, *Keynote Lecture*, Chiba, Japan

Tokyo Women's Medical College, Visiting Professor, Tokyo, Japan

Visiting Professor/Lecturer, Germany Tour:

J. W. Goethe University, Frankfurt;

Ludwig Maximilian University, Munchen;

Elisabeth Krankenhaus, Oldenburg;

Universitäts Kinder und Jugendklinik, Rostock;

Medizinische Hochschule, Hannover

2003

University of Kentucky, Pediatric Grand Rounds, Lexington, KY

University of Louisville, Pediatric Grand Rounds, Louisville, KY

Kosair Children's Hospital Research Institute, Visiting Professor, Louisville, KY

Visiting Professor/Lecturer, Scandinavia Tour:
Queen Silvia Children's Hospital, Gothenburg, Sweden;
Universitetssjukhuset, Lund, Sweden;
Karolinska Children's Hospital, Stockholm, Sweden;
University of Helsinki, Finland;
University of Oslo, Norway

The Children's Hospital at Saint Peter's University
Hospital, Pediatric Grand Rounds, New Brunswick, NJ

6th Annual Meakins-Christie MUHC Research Institute
Workshop: "Asthma and COPD", St. Sauveur, Quebec,
Canada

The Montreal Children's Hospital at McGill University
Health Center, Pediatric Grand Rounds, Montreal, Quebec,
Canada

60th American Academy of Allergy, Asthma and
Immunology (AAAAI), Moderator, Workshop on
"Molecular Mechanisms of the Link between Respiratory
Viruses and Asthma", Denver, CO

University of Arizona/Arizona Respiratory Center,
Benjamin Burrows Lung Immunology Lecture, Tucson, AZ

5th National Congress of the Italian Society of Paediatric
Allergology and Immunology, *Keynote Lecture*, Riva del
Garda, Italy

Maimonides Medical Center, Pediatric Grand Rounds, New
York, NY

Children's Hospital of New Jersey at Newark Beth Israel
Medical Center, Pediatric Grand Rounds, Newark, NJ

American Thoracic Society 99th International Conference,

Chair, Symposium on “Viral Lower Respiratory Tract infection and Asthma”, Seattle, WA

Universite’ de Sherbrooke, Pediatric Grand Rounds, Sherbrooke, Quebec, Canada

Sante-Justine Children’s Hospital, Universite’ de Montreal, Pediatric Grand Rounds, Montreal, Quebec, Canada

7th National Congress of the Italian Society for Pediatric Respiratory Diseases, Rome, Italy

5th National Pediatric Update, Capo Rizzuto, Italy

Global Experts’ Meeting (GEM) on Paediatric Viral LRTI, Lisbon, Portugal

Saint Barnabas Medical Center, Pediatric Grand Rounds, Livingston, NJ

University of Manitoba, Winnipeg, Visiting Professor, Manitoba, Canada

9th Vanderbilt Symposium “Advances and Controversies in Neonatal Medicine”, Nashville, TN

CHEST 2003, Symposium on “The Pathophysiology of Respiratory Syncytial Virus Infections”, Orlando, FL

American Academy of Pediatrics National Conference and Exhibition, Section on Perinatal Pediatrics: “Chronic Illness in Survivors of Modern Neonatal Intensive Care”, New Orleans, LA

27th International Conference Neonatology 2003, Key Biscayne, FL

2004

European Academy of Allergy and Clinical Immunology (E.A.A.C.I.) Joint Meeting: “What Causes Allergy and Asthma? Early Postnatal Influences (Including BPD/CLD)”, Lisbon, Portugal

6th International Congress on Pediatric Pulmonology (CIPP VI): “Airway Remodeling – Inflammation”, Lisbon, Portugal

Children’s Hospital of New Jersey at Newark Beth Israel Medical Center, Pediatric Grand Rounds, Newark, NJ

Arnold Palmer Children’s Hospital, Pediatric Grand Rounds, Orlando, FL

”Celebration of Pediatric Pulmonology 2004”, Key Biscayne, FL

1st Visiting Professor of Pediatric Pulmonology, Medical University of South Carolina, Charleston, SC

Neonatal Pulmonology Course, Catholic University of Rome, Rome, Italy

University of Alberta, Visiting Professor, Edmonton, Alberta, Canada

Alberta Children’s Hospital, University of Calgary, Pediatric Grand Rounds, Calgary, Alberta, Canada

American Thoracic Society 100th International Conference, Chair, Symposia on “Bronchiolitis in Children: New Challenges, New Solutions” and “Animal Models of RSV”, Orlando, FL

TC Thompson Children’s Hospital/University of Tennessee, Pediatric Grand Rounds, Chattanooga, TN

3rd Pediatric Pulmonology Lectureship, University of
Louisville, Louisville, KY

The Hospital for Sick Children, University of Toronto,
Visiting Professor, Toronto, Ontario, Canada

12th Annual Educational Conference of the California
Society of Allergy, Asthma and Immunology, San Diego,
CA

University of South Florida College of Medicine,
Department of Medical Microbiology & Immunology,
Special Guest Seminar, Tampa, FL

University of Michigan, Ann Arbor / Children's Hospital of
Michigan, Detroit, Visiting Professor

"Global Experts' Meeting on Respiratory Viruses", St
Julian's, Malta

Asthma Congress for Pulmonologists, Mexico City, Mexico

Baystate Medical Center Children's Hospital, Pediatric
Grand Rounds, Springfield, MA

New York University School of Medicine, Pediatric Grand
Rounds and Visiting Professor, New York, NY

UMDNJ/Robert Wood Johnson Medical School, The
Children's Regional Hospital, Cooper Health System's
Pediatric Grand Rounds, Camden, NJ

American Academy of Pediatrics National Conference,
Satellite Symposium: "Sneezers and Wheezers: Exploring
the Link between Allergic Disease, Viral Infections, and
Asthma in Children", San Francisco, CA

U.S. EPA/NIEHS Workshop: "Environmental Influences on

the Induction and Incidence of Asthma”, Research Triangle Park, NC

CHEST 2004, 6th ACCP Pediatric Pulmonology and Critical Care Fellows Conference, Seattle, WA

St. Joseph Children’s Hospital, Pediatric Grand Rounds and Visiting Professor, Paterson, NJ

The Children’s Hospital at Montefiore, Pediatric Grand Rounds and Visiting Professor, New York, NY

UMDNJ/New Jersey Medical School, Department of Pediatrics, Pediatric Grand Rounds, Newark, NJ

2005

The Saban Research Institute, Children’s Hospital of Los Angeles, Keck School of Medicine, University of Southern California, Los Angeles, CA

25th IPOKRATES Conference, New Frontiers in Neonatology, Innsbruck, Austria

33rd ATS/ALA/ACCP Annual Joint Conference, New Brunswick, NJ

Taiwan Pediatric Pulmonology Society Annual Conference, **Keynote Lecture**, Kauchung, Taiwan

Asia Pediatric Speakers’ Forum, Clinical Update on Management of Pediatric Asthma and Virus-induced Wheeze, Hong Kong

Asia Metaforum Consensus Conference on the Management of Pediatric Asthma and Allergic Rhinitis, Chinese University of Hong Kong, Hong Kong

Kwong Wah Hospital, Visiting Professor, Hong Kong

American Thoracic Society 101st International Conference,
Chair, Symposium on “Neurotrophic Factors:
Neuroimmune Mechanisms and Clinical Implications”, San
Diego, CA

World Equine Airways Symposium, Cornell University,
Ithaca, NY

West Virginia University, Pediatrics Grand Rounds,
Morgantown, WV

Washington University in St. Louis, Pulmonary Grand
Rounds, St. Louis, MO

Morristown Memorial/Goryeb Children’s Hospital,
Pediatrics Grand Rounds, Summit, NJ

XI Congreso Colombiano de Neumologia, **Keynote
Speaker**, Bogotá, Colombia

CHEST 2005, 7th ACCP Pediatric Pulmonology and Critical
Care Fellows Conference; Sessions Chair, “Where Does
Asthma Come From and Can It Be Prevented” and
“Exploring the Link Between Allergic Disease, Viral
Infections, and Asthma in Children”; Montreal, Quebec,
Canada

Saint Barnabas Medical Center/Children’s Hospital of New
Jersey at Newark Beth Israel Medical Center/St. Peter’s
University Children’s Hospital, Pediatrics Grand Rounds,
NJ

AHEC North Carolina Respiratory Forum 2005, Charlotte,
NC

IV Congreso Argentino de Neumología Pediátrica, Buenos Aires, Argentina

2006

62nd American Academy of Allergy, Asthma and Immunology (AAAAI), Symposium on “Initiation of Allergy and Asthma: Neural Development in the Lung”, Miami Beach, FL

Immunology of Infectious Diseases Symposium, UMDNJ International Center for Public Health, Newark, NJ

Latin American Speaker’s Forum on Inflammation in Human Airway: Biology, Diagnosis and Treatment, Sao Paulo, Brazil

American Thoracic Society 102nd International Conference, Moderator, Symposium on “Immunology/Inflammation: Animal Models”, San Diego, CA

7th International Congress on Pediatric Pulmonology (CIPP VII): “Virus-Induced Airway Remodeling”, Montreal, Quebec, Canada

VII Congreso Colombiano de Neumología y Asma Pediátrica, Bogota’, Colombia

4th Global Experts’ Meeting on Respiratory Viruses, Monte Carlo, Monaco

Children’s Hospital of Pittsburgh, Pediatrics Grand Rounds, Pittsburgh, PA

II Congreso Chileno y V Curso Internacional de Neumología Pediátrica, Santiago, Chile

“Pediatrics: Head to Toe” Conference, Farmington, PA

2007

University of Virginia, Pediatrics Grand Rounds,
Charlottesville, VA

National Advisory Board Addressing Smoking Risk, Dallas,
TX

Sociedad Puertorriquena de Pediatria Annual Convention,
San Juan, Puerto Rico

Duke University, Grand Rounds and Visiting Professor,
Durham, NC

International Symposium on the Pediatric Origins of Lung
Disease, Manitoba Institute of Child Health, Winnipeg,
Manitoba,

Canada Meakins-Christie Laboratories at McGill
University, Visiting Professor, Montreal, Quebec, Canada

American Thoracic Society 103rd International Conference,
Chair/Speaker, Symposia on “Modeling RSV Infection and
Host Response” and “Functional Aspects of Airway
Innervation”, San Francisco, CA

LXI Congreso Nacional de Immunologia Clinica y Alergia,
Cancun, Mexico

British Columbia Neonatal and Paediatric Conference,
Vancouver, BC, Canada

15th Annual Newborn & Pediatric Symposium, Kosair
Children’s Hospital, University of Louisville, Louisville, KY

9th ACCP Pediatric Pulmonology and Critical Care Fellows
Conference, Chicago, IL

CHEST 2007, Symposium on “RSV Infection in Early Life is a Risk Factor for Asthma and Allergies”, Chicago, IL

40th Congreso Chileno de Enfermedades Respiratorias, Temuco, Chile

VII Congreso de la Sociedad Latinoamericana de Neumonología Pediátrica (Solanepe)/XI Congreso Latinoamericano de Fibrosis Quística, Mar del Plata, Argentina

XI International Congress “The Children in Europe of Today and Tomorrow”, Aversa, Italy

Frank P. Anderson Memorial Lecturer, Department of Pediatrics, Medical College of Georgia, Augusta, GA

2008

11th Annual Meakins-Christie International Workshop on “Asthma and COPD”, Orford-Magog, Quebec, Canada

Miami Children’s Hospital, Grand Rounds Lecture, Miami, FL

64th American Academy of Allergy, Asthma and Immunology (AAAAI), Workshop on “Molecular Links: RSV and Asthma”, Philadelphia, PA

8th International Congress on Pediatric Pulmonology (CIPP VIII): “RSV and Airway Inflammation: Relationship to Asthma”, Nice, France

Rady Children’s Hospital, University of California San Diego, Pediatrics Grand Rounds Lecture, San Diego, CA

XVI National Meeting of Pediatric Allergy and Clinical

Immunology, Distinguished Professor, Puebla, Mexico

Oregon Health Science University, Pulmonary/Critical Care Grand Rounds, Portland, OR

Research Institute at Nationwide Children's Hospital, Child Health Research Center Seminar, Columbus, OH

Maimonides Infants & Children's Hospital, Grand Rounds Lecture, New York, NY

10th ACCP Pediatric Pulmonology and Critical Care Fellows Conference, Philadelphia, PA

American College of Allergy, Asthma and Immunology (ACAAI), Symposium on "Optimal Chronic Corticosteroid Use in Children", Seattle, WA

1st International Congress of the Union of European Neonatal and Perinatal Societies (UENPS), "Global Neonatology & Perinatology", Rome, Italy

XII International Congress "Problems in Pediatrics and Neonatology", Aversa, Italy

2009

Signature Interdisciplinary Program in Allergy, Immunology and Infectious Disease: "Advances in Chronic Infections and Inflammatory Diseases", University of South Florida, Tampa, FL

12th Annual Meakins-Christie International Workshop: Recent Advances in Asthma, Marrakech, Morocco

26th Annual Symposium of the Allergy, Asthma & Immunology Society of Ontario, Allergy Update 2009, Toronto, Canada

Texas Children's Hospital, Visiting Professor, Houston, TX

Johns Hopkins Harriett Lane Pediatric & Adolescent
Department / Asthma & Allergy Center, Visiting Professor,
Baltimore, MD

Children's Hospital of New Jersey / St. Joseph Children's
Hospital, Pediatric Grand Rounds, Newark/Paterson, NJ

Golisano Children's Hospital, Pediatric Grand Rounds,
Rochester, NY

Goryeb Children's Hospital, Pediatric Grand Rounds,
Morristown, NJ

University of Texas Medical Branch, Visiting Professor,
Galveston, TX

American College of Allergy, Asthma and Immunology
(ACAAI), Workshop on "Environmental Allergy Control",
Miami Beach, FL

Brenner Children's Hospital, Pediatric Grand Rounds,
Winston-Salem, NC

Wake Forest University, Center for Human Genomics and
Personalized Medicine, Visiting Professor, Winston-Salem,
NC

2010

13th Annual Meakins-Christie International Workshop:
Recent Advances in Allergy and Asthma, Bromont,
Quebec, Canada

Division of Allergy & Immunology, University of South
Florida, Visiting Professor, Tampa, FL

American Academy of Pediatrics, West Virginia Chapter
Spring Meeting, Morgantown, WV

28th Symposium of the Collegium Internationale
Allergologicum, Translational Science: From Basic to
Clinical Immunology and Allergy, Ischia, Italy

American Thoracic Society 106th International Conference,
Chair/Speaker, Symposia on “Mechanisms of Viral
Infections and H1N1 Influenza” and “Pediatric Year in
Review”, New Orleans, LA

University of Kentucky Children’s Hospital, Pediatric
Grand Rounds, Lexington, KY

Comer Children’s Hospital at the University of Chicago,
Visiting Professor, Chicago, IL

UCLA/USC/Kaiser Permanente Allergy/Immunology,
Visiting Professor, Los Angeles, CA

9th International Congress on Pediatric Pulmonology (CIPP
IX): Plenary Sessions on “Non-steroidal Therapeutic
Option for Wheezy Infant and Toddlers” and
“Neuroimmune Mechanisms Leading to Persistent
Wheezing”, Vienna, Austria

Lebanese Pediatric Society, Bridging the Gap between
Clinical Practice and Real Life in the Management of
Pediatric Asthma and Allergic Rhinitis, Beirut, Lebanon

Visiting Professor/Lecturer, Middle East Tour: Cairo,
Egypt; Amman, Jordan; Abu Dhabi/Dubai, United Arab
Emirates

International Conference on Internal Medicine, Critical
Care and Health Technology (INCOM 2010), Chennai,

India

University of Pittsburgh Medical Center, Department of
Medicine, Pulmonary/Critical Care Grand Rounds,
Pittsburgh, PA

2011

2nd I.P.A. International Meeting, Boston, MA

22nd Annual Respiratory Care Conference, Charleston Area
Medical Center, Charleston, WV

University of Louisville, Department of Medicine, Visiting
Professor, Louisville, KY

3rd Cross-Strait Paediatric Respiriology Congress and 14th
Hong Kong Society of Paediatric Respiriology Annual
Scientific Meeting, **Keynote Speaker**, Hong Kong

2nd Clinical Practice Guideline Recommendation for the
Use of Palivizumab for Prevention of Respiratory Syncytial
Virus Infections, **Keynote Speaker**, Kuala Lumpur,
Malaysia

2011 Northwest Allergy Forum, Oregon Society of Allergy,
Asthma, & Immunology, Portland, OR

University of South Florida, Signature Program in Allergy
Immunology and Infectious Diseases, Visiting Professor
and Lecturer, Tampa, FL

University of Pittsburgh, Department of Environmental
and Occupational Health, Visiting Professor and Lecturer,
Pittsburgh, PA

2012

15th Annual Meakins-Christie/McGill University International Workshop: Advances in the Pathogenesis of Asthma and COPD, Vaudreuil-Dorion, Quebec, Canada

68th American Academy of Allergy, Asthma and Immunology (AAAAI), Moderator, Pro/Con debate on “Rhinovirus is more important than RSV in asthma inception”, Orlando, FL

Cleveland Clinic Lerner Research Institute, Pathobiology Seminar, Cleveland, OH

7th Annual Update in Sino-Nasal Disorders and Allergy, Guest Lecturer, University of Pittsburgh, Pittsburgh, PA

2012 Asia Pacific Pediatric Forum, Advances in the Understanding and Management of Pediatric Airway Diseases, Taipei, Taiwan

Workshop on Pediatric Asthma Management, Ho Chi Minh City and Ha Noi City, Vietnam

“The Air We Breathe 2012”: A Regional Summit on Asthma and the Environment”, Allegheny General Hospital, Pittsburgh, PA

American Thoracic Society 108th International Conference, Chair/Speaker, Symposium on “Airway Responses to Respiratory Viral Infection”, San Francisco, CA

3rd I.P.A. International Meeting, New York, NY

2013

MetroHealth Medical Center, Department of Pediatrics, Pediatric Grand Rounds, Cleveland, OH

Israeli Society for Pediatric Pulmonology, **Keynote Speaker**, Beer-Sheva, Israel

Hadassah Hebrew University Hospital, Department of Pediatrics, Visiting Professor and Lecturer, Jerusalem, Israel

2013 Midwest Forum: U.S. Competitiveness at Risk, Cleveland, OH

Experimental Biology 2013, Speaker, Symposium on “*Neurotrophins in the Respiratory System*”, Boston, MA

Pediatric Update 2013: Pediatric Pulmonology, Hillcrest Hospital, Cleveland, OH

“*The Air We Breathe 2013*”: A Regional Summit on Asthma and Other Health Impacts of Air Pollution, Pittsburgh, PA

1st “Hospital of Tomorrow” Leadership Forum, Washington, DC

2nd Update on Asthma and COPD Management Conference, Jeddah, Saudi Arabia

2014

2014 Arab Health Congress/7th Middle East Paediatrics Conference, State of the Art Lecture: “*Environmental Origins of Asthma*”, Dubai, UAE

Gulf Thoracic 2014 / 16th Annual Meakins-Christie/McGill University International Symposium on Asthma and COPD, Dubai, UAE

Exploring the Frontiers of Medicine Speaker Series, Cleveland Clinic Abu Dhabi, Abu Dhabi, UAE

5th Annual Pediatric Asthma Conference, Nationwide
Children's Hospital, Columbus, OH

"The Air We Breathe 2014": A Regional Summit on Asthma
in our Community, Pittsburgh, PA

Ohio Society for Allergy, Asthma, and Immunology Annual
Meeting, Columbus, OH

Midwest Society for Pediatric Research, **State-of-the-Art
Speaker**: *"Developmental Aspects of RSV Infection"*,
Cleveland, OH

"MilanoPediatria 2014", **Keynote Speaker**: *"Genetic and
Environmental Influences on Fetal Programming of the
Respiratory Tract and Pathogenesis of Asthma"*, Milano,
Italy

2015

2015 Arab Health Congress/8th Middle East Paediatrics
Conference, **State of the Art Lecture**: *"RSV Infections"*,
Dubai, UAE

17th Annual Meakins-Christie/McGill University
International Workshop: *Asthma and COPD*, Bromont,
Quebec, Canada

Pediatric Innovation Forum, Global Center for Health
Innovation: *"Enterovirus D68 – A New Enterovirus?"*,
Cleveland, OH

42nd Annual Meeting of the Louisiana Society of Allergy,
Asthma & Immunology, **Keynote Speaker**, New Orleans,
LA

17th Better Health Learning Collaborative Summit:
"Reaching Beyond the Walls of Primary Care to Improve

Population Health”, MetroHealth Medical Center,
Cleveland, OH

16th National Meeting of Genetics, Immunology, and
Translational Pediatrics, **Keynote Speaker**, University of
Messina, Messina, Italy

2016

2016 Arab Health Congress/9th Middle East Paediatrics
Conference, **State of the Art Lecture**: “*Obesity, Diabetes
and Asthma*”, Dubai, UAE

Rush University Medical Center/Rush Children’s Hospital,
Pediatric Grand Rounds and Visiting Professor, Chicago, IL

Association of Medical School Pediatric Department Chairs
(AMSPDC): “Precision Medicine”, Savannah, GA

18th Annual Meakins-Christie/McGill University
International Workshop: Asthma and COPD, Montreal,
Quebec, Canada

31st Symposium of the Collegium Internationale
Allergologicum, *Towards Precision Diagnosis and Targeted
Intervention in Allergic Disease*, Charleston, SC

Center for Strategic & International Studies, Global Health
Policy Center, CSIS Task Force on Women and Family
Health, Washington, DC

Duke-Margolis Center for Health Policy, *Advancing Drug
Development for the Prevention and Treatment of
Respiratory Syncytial Virus Infections*, Washington, DC

15th International Congress on Pediatric Pulmonology
(CIPP XV): Plenary Sessions on: “*Preventing Severe RSV
Infections and Bronchiolitis*” and “*Trans-placental*

Transmission of RSV”, Naples, Italy

Ochsner Medical Center Children’s Hospital, Pediatric Grand Rounds and Visiting Professor, New Orleans, LA

Tulane Medical Center, Ob-Gyn Grand Rounds and Visiting Professor, New Orleans, LA

1st State-of-the-Art Reviews in Neonatal-Perinatal Medicine, MetroHealth Medical Center/Case Western Reserve University, Global Center for Health Innovation, Cleveland, OH

American Medical Student Association (AMSA) Conference, **Keynote Speaker**: “*Fetal Programming by Exposure to Environmental Agents in Utero*”, hosted by CUNY School of Medicine, New York, NY

2017

2017 Arab Health Congress/10th Middle East Paediatrics Conference, **State of the Art Lecture**: “*Obesity-Asthma Link*”, Dubai, UAE

Maimonides Infants & Children’s Hospital, Pediatric Grand Rounds, New York, NY

Athenahealth’s Advisory Roundtable, “*Population Health: Achieving the Quadruple Aim with an Integrated Platform*”, Naples, FL

8th Annual Meeting Becker’s Hospital Review, Chicago, IL

2017 Global Employer Summit, Panel: “*International Talent as a Regional Economic Driver*”, Cleveland, OH

2017 Pennsylvania Allergy & Asthma Association Annual Meeting, **Keynote Speaker**, Hershey, PA

2017 Healthcare Providers Transformation Assembly:
Workshop on “*Building a Program that Fosters Excellence in Healthcare*” and **Keynote Panel** on “*The Evolution of Data Analytics and Transformation of Population Health*”,
Dallas, TX

2018

2018 Arab Health Congress/11th Middle East Paediatrics
Conference, “*Development of Biomarkers for Neonatal and Paediatric Respiratory Diseases*”, Dubai, UAE

2018 Advanced Diagnostic Bronchoscopy Workshop,
“*Pediatric Bronchoscopy*”, Fort Lauderdale, FL

9th Annual Meeting Becker’s Hospital Review, Panel
Discussion on: “*Excelling as a Specialty Hospital*”, Chicago,
IL

2018 Healthcare Providers Transformation Assembly,
Keynote Panel on “*Population Health: Personalized
Medicine to Benefit the Masses*”, Tucson, AZ

114th International Conference of the American Thoracic
Society, Carole L. Marcus Memorial on Advances in
Pediatric Sleep Medicine: “*Neurotrophin Overexpression in
Serum of Neonates as a Predictor of Apnea of Prematurity
and Associate Events’ Frequency of Occurrence*”, San Diego,
CA

2nd Internet of Health, Panel on “*How Healthcare
Organizations can Navigate (and Make the Most of) Digital
Disruption*”, Boston, MA

6th Annual HealthIMPACT Midwest, “*Disrupting Delivery
without Disrupting Care to Improve Provider Performance
and the Patient Experience*”, Columbus, OH

7th Annual CEO + CFO Roundtable, Becker's Hospital Review, Panel Discussion on: "*Telehealth and Leadership*", Chicago, IL

2019

St. Joseph Children's Hospital, Pediatric Grand Rounds: "*Digital Transformation in Pediatric Care*", Paterson, NJ

10th Annual Meeting Becker's Hospital Review, Panel Discussion on: "*Key Thoughts on Developing a Digital and Telehealth Strategy*", Chicago, IL

Stanford Medicine Clinical Excellence Research Center, "*Reducing the Cost of Great Care: Pathways to Value*", Chicago, IL

115th International Conference of the American Thoracic Society, Viral Infection in Early Childhood: "*Respiratory Syncytial Virus Displays Tropism for Human Placental Macrophage Cells In Vitro*", Dallas, TX

8th Annual CEO + CFO Roundtable, Becker's Hospital Review, Panel Discussions on: "*The Best Initiative and Change We Made in the Last Year and How We Did It*" and "*Telehealth and Leadership*", Chicago, IL

Healthcare Providers Transformation Assembly: **Keynote Panel** on "*Social Determinants in Healthcare*" and Session Speaker on "*Leveraging Digital Transformation to Treat patients Along the Continuum of Care*", Denver, CO

2020

University Research Association, Council of Presidents, Annual Meeting and Policy Forum, Washington, DC

Association of American University (AAU) Senior Research Officers' Virtual Meeting: Restoring Research Activity Impacted by COVID-19

Children's Hospital of New Orleans, Pediatric Grand Rounds: "*Digital Transformation in Pediatric Care*", virtual

2021

Committee of 100 (C100) Louisiana, Louisiana Business Roundtable, "*Innovation and Impact of Louisiana Research*", virtual

Tulane University Department of Biochemistry and Molecular Biology Seminar Series: "*Developmental Origins of Lung Disease*", virtual

University Research Association, Council of Presidents, Annual Meeting and Policy Forum, virtual

First Virtual International Asthma Conference at Nemacon: "*Symposium on COVID-19*", virtual

Tulane Clinical Neuroscience Research Center: "*Developmental Origins of Chronic Lung Disease*", virtual

21th National Meeting on Genetics, Immunology, and Pediatric Emergency Care, "*The Feto-Placental Unit: A New Target for the Primary Prevention of Asthma*", virtual

Conference

Director:

"Masters of Pediatrics", Pulmonary Satellite Conference, Miami, FL, 1998, 1999, 2000, 2001.

Gwendolyn Hogan Pediatric Fall Fest, Morgantown, WV, 2006, 2007, 2008, 2009, 2010, 2011.

Nemacolin Asthma Conference – A Comprehensive Clinical and Research Review, (Conference Co-Founder)
Nemacolin Woodlands Resort, Farmington, PA, 2006, 2007, 2008, 2009, 2010, 2011, 2012, 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2021.

Cleveland Clinic Obesity Summit, Cleveland, OH, 2012, 2013, 2014, 2015, 2016, 2017.

Perspectives in Pediatrics International Conference: From Theory to Practice, Global Center for Health Innovation, Cleveland, OH, 2014.

Pediatric Innovation Forum, Global Center for Health Innovation, Cleveland, OH, 2015.

Arab Health Congress/Middle East Paediatrics Conference, Dubai International Convention & Exhibition Centre, Dubai, UAE, 2015, 2016, 2017, 2018.

TEACHING

Teaching

Awards:

Dean's Certificate of Gratitude for Exceptional Teaching,
University of Miami/Jackson Memorial Medical Center,
1996

Teacher of the Year Award, Pediatric Pulmonology
Division, University of Miami/Jackson Memorial Medical
Center, 2000

Courses

Taught:

Postgraduate Course in Pediatric Flexible Bronchoscopy,
University of North Carolina Chapel Hill

Cystic Fibrosis CME Course, Baptist Hospital of Miami

Pediatric Pulmonology Module, University of Miami
School of Medicine

Obstructive Airway Disease, University of Miami School of
Medicine

Mechanisms of Disease: Cystic Fibrosis, University of
Miami School of Medicine

Asthma Module, University of Miami School of Medicine
(Department of Cellular and Molecular Pharmacology)

Medical School 101, University of Miami School of
Medicine

Biomedical Engineering (BME 501) Course, University of
Miami School of Medicine

Eastern Student Research Forum, University of Miami

School of Medicine

Advanced Physiology – Pulmonary Module (Physiology 791), West Virginia University School of Medicine

Cardiology/Respiratory Course, Cleveland Clinic Lerner College of Medicine of Case Western Reserve University

Advanced Virology Course, Tulane University School of Medicine

Trainees:**Post-Doctoral Clinical Fellows**

Maria Barrueco, MD, USA, 1995-97

Nils L. Holmgren, MD, Chile, 1996-99

Pablo J. Bertrand, MD, Chile, 1997-00

Galia Napchan, MD, Argentina, 1998-02

Alexander Auais, MD, USA, 1999-2002

Carlos Sabogal, MD, Peru, 2000-2003

Eehab Kenawy, MD, USA, 2002-2003

Wendy C. Estrellado, MD, Philippines, 2002-2003

Fernando Urrego, MD, USA, 2003-2006

Lida Mohtasham, MD, Iran, 2003-2006

Silvia Cardenas, MD, Peru, 2003-2006

Post-Doctoral Research Fellows

Chengping Hu, MD, China, 1999-2001

Katrin Wedde-Beer, MD, Germany, 1999-2001

Alexander Auais, MD, USA, 2002-2003

Gabriele Renzetti, MD, Italy, 2003-2005

Federico Laham, MD, USA, 2005

Salvatore Barberi, MD, Italy, 2006

Fariba Rezaee, MD, Iran, 2006-2008

Sreekumar Othumpangat, PhD, India, 2007-2009

Pamela Hilvers, MD, USA, 2009-2011

Allison Ardito, MD, USA, 2010-2011

Stephanie Grayson, MD, USA, 2010-2012

Sreeparna Chakraborty, PhD, India, 2010-2012

Rafka Chaiban, MD, Lebanon, 2011-2012

Thomas Sweet, PhD, USA, 2013-2014

Dana Schneeberger, PhD, USA, 2013-2015

Terri Harford, PhD, USA, 2013-2019

Fouseena Pazheri, MD, India, 2014-2015

Sara Manti, MD, Italy, 2015-2016

Paul Brown, PhD, USA, 2015-2016

Abdelmadjid Belkadi, PhD, Morocco, 2015-2017

Ghaith Altawallbeh, PhD, Jordan, 2016-2017

Caroline Smallcombe, PhD, United Kingdom, 2017-2019

Srushti Desai, MD, India, 2020-present

Pre-Doctoral Research

Emily Murphy, USA, 2006-2007

Maret Bernard, USA, 2006-2008

Sarah Jordan-Crowe, USA, 2014-2015

Samantha Simpson, USA, 2015-2016

Deborah Linfield, USA, 2016-2017

Stephen Medearis, USA, 2019-2021

Mark Gebara, USA, 2019-2021

Ryan Brown, USA, 2021-

Lily Baer, USA, 2021-

Ph.D. Dissertation Committees

Ha M. Truong (Microbiology & Immunology), 2001-2004,
Miller School of Medicine at the University of Miami,
Miami, FL

Homero G. San Juan-Vergara, MD (Microbiology & Immunology), 2004 (Examination Chairman), University of South Florida, Tampa, FL

Eric J. Zaccone (Basic Pharmaceutical Sciences), 2009-2011, West Virginia University, Morgantown, WV

Michael J. Shimko (Basic Pharmaceutical Sciences), 2009-2011, West Virginia University, Morgantown, WV

Kenneth DiPasquale (Basic Pharmaceutical Sciences), 2012 (Committee Chair), West Virginia University, Morgantown, WV

Sara Manti (Pediatric Specialty), 2016, University of Messina School of Medicine, Messina, Italy

Promotion Committees

Ad Hoc Committee of Evaluators Considering Appointment as Professor, Department of Anesthesia, Harvard Medical School, Boston, MA, 2014

Mentorship Programs

AMSPDC New Chairs Mentoring Program, Mentee: Dr. Anna Spagnoli, Professor & Chair of Pediatrics, Rush University Medical Center, Chicago, IL, 2015

SERVICE**University of Miami 1995-2006:**

Faculty Senate Representative (At Large), 1999-2002

School of Medicine Council Representative, 1999-2002

Undergraduate Medical Curriculum Committee, 1999-2001

Chair of the School of Medicine Dean's Task Force for Faculty Development, 2000-2002

Medical Group Governing Board, 2000-2002

Liaison Committee on Medical Education, Committee on Faculty Affairs, Subcommittee on Professional Growth and Development, 2001-2002

School of Medicine Advisory Committee for Faculty Development of Women and Minority Faculty, 2002

Search Committee, Chairman Department of Cell Biology and Anatomy, 2002

West Virginia University 2006-2012:

School of Medicine Council of Chairs, 2006-2012

School of Medicine Scientific Advisory Council, 2006-2012

Children's Hospital Leadership Committee, 2006-2012

School of Medicine Chairs and Center Directors Advisory Council, 2006-2012

School of Medicine Research Investment Committee, 2008-2009

School of Medicine Faculty Incentive Committee, 2008-2009

State of West Virginia; Department of Health and Human Resources, Bureau for Public Health, Office of Maternal, Child and Family Health; Maternal Mortality Advisory Committee, 2008-2012

Clinical and Translational Science Institute Steering Committee, 2009

Healthcare Strategic Planning Steering Committee, 2010-2011

Search Committee, Chairman Department of Translational Research, 2011-2012

Cleveland Clinic Foundation, 2012-2019:

Council of Institute Chairs, 2012-2017

Board of Trustees, 2012-2017

Children's Hospital for Rehabilitation, Board of Trustees, 2013-2017

Children's Hospital for Rehabilitation, Executive Committee, 2013-2017

Policy Strategy and Implementation Task Force, 2013-2014

Office of Professional Staff Affairs Advisory Council, 2013-2014

Cost Repositioning Task Force, 2014

Clinical Enterprise Strategy Conference, 2014-2017

Eastern Regional Governance Council, 2015-2016

Population Management Steering Committee, 2015-2017

Access Executive Team, 2015-2017

“The Power of Every One” Centennial Capital Campaign
Cabinet Member, 2014-2019

International Advisory Board, 2015-2019

Tulane University, 2019-present:

Chair, Health Sciences Leadership Committee, 2019-present

Chair, University Senate Standing Committee on Research,
2019-present

Association of American Universities (AAU) Senior
Research Officers (SROs) Constituent Group, 2019-present

Board of Regents Advisory Committee for the Advancement
of Research in Louisiana (ACARL), 2019-present

Louisiana Board of Regents Established Program to
Stimulate Competitive Research (EPSCoR) Committee,
2019-present

Emergency Preparedness Action Committee (EPAC), 2019-
present

Chair, University Institutional Conflict of Interest (ICOI)
Committee, 2019-present

University Administrative Council, 2019-present

School of Medicine Leadership Committee, 2019-present

Chair, Tulane Research Council (TRC), 2020-present

Co-Chair, Scholarly Communications Task Force, 2020-present

Tulane Institute for Physician Scientists (TIPS) Advisory Board, 2020-present

MENTIONS IN THE MEDIA

- **Respiratory Syncytial Virus Hijacks Lung Cells to Stay Alive.** August 27, 2009; *RT Magazine*.
- **Ex-Lawmaker's Gift to Fund Diabetes Work.** April 13, 2011; *The Charleston Gazette-Mail*.
- **WVU Health Sciences Adds Research, New School.** Jul 31, 2011; *The Associated Press; The Charleston Gazette-Mail*.
- **State Briefs: WVU Official Gets Cleveland Clinic Job.** May 3, 2012; *The Associated Press; The Charleston Gazette-Mail*.
- **RSV Can Be Transferred to Infants in utero.** May 1, 2013; *RT Magazine*.
- **Going Places. Cleveland Clinic Children's Hospital: Giovanni Piedimonte, M.D. Appointed to Chairman, Pediatric Institute, And Physician-In-Chief.** May 20, 2012; *Crain's Cleveland Business*.
- **Cleveland Clinic Children's Hospital Research Suggests Transmission of Respiratory Viruses in Utero.** April 19, 2013; *ScienceDaily.com*.
- **Pediatric Research Gets Boost from New Bills Passed this Week by U.S. Congress.** November 14, 2013; *Cleveland Live*.
- **Third Annual Regional Summit Examines Causes, Impact of Pittsburgh's Asthma Epidemic.** April 29, 2014; *PRWeb*.
- **The United States Needs Doctors, and Immigration Reform Can Help: Giovanni Piedimonte (Opinion).** September 22, 2014; *Cleveland.com*.
- **As Hospitals Combat Enterovirus Outbreaks, Patients and Families Turn to Virtual Visits with CaringBridge.** September 29, 2014; *Bio-Medicine; Review Seeker; Tutorial Finder; PRWeb; Street Sweeper; Franklin Credit Management Corporation; SearchBug; MoneyShow.com; Pettinga Financial Advisors; Reliance Trust; BioSpace; Wall Street Select; Financial Content; Town Hall;*

EMoneyDaily (United Kingdom); RCL Advisors; CEOWorld Magazine; Fat Pitch Financials; Industrial Info Financials; Wall Street Business Network; Crawford Financial Planning; Market Pulse Navigator; Tamar Securities; Financial Content; CBS Detroit; Ask.com; CW Atlanta; Good Day Sacramento; CW 50 Detroit; WGNT; Myrtle Beach Sun News; Stock Nod; The CW44 Tampa Bay.

- **Cleveland Clinic Opens Brunswick Rehab Facility.** September 29, 2014; *Medina County Gazette (United States).*
- **World Experts to Share the Latest Pediatric Rehabilitation Techniques.** October 7, 2015; *Cleveland Clinic: Consult QD.*
- **Can Eating Too Much Fat in Pregnancy Harm Your Baby?** November 19, 2015; *Fit Pregnancy.*
- **Upgrade Your Pregnancy Cravings: Why Balanced Snacking is More Important than Ever.** November 22, 2015; *Fit Pregnancy.*
- **Protecting Your Kids from RSV.** December 22, 2015; *WJHG-TV.*
- **Prescribing Immigration Reform for a Healthy Economy: Giovanni Piedimonte (Opinion).** April 14, 2016; *Cleveland.com.*
- **Cleveland Clinic Children's Ranked Among the Nation's Best Children's Hospitals by U.S. News & World Report.** June 21, 2016; *Cleveland Clinic Newsroom.*
- **Hospitals' Goal: Healthy and Happy Kids.** July 6, 2016; *US News & World Report.*
- **Once Again, Cleveland Clinic Children's Ranks Among the Best of the Best.** July 15, 2016; *Cleveland Clinic: Consult QD.*
- **Cleveland, like Toledo, Looks for Ways to Prevent Lead Poisoning in Kids.** August 27, 2016; *Cleveland.com.*
- **This Virus Mimics a Cold, but Can Be Much More Dangerous.** January 5, 2017; *Cleveland Clinic Health.*
- **Pregnant Moms Can Transmit RSV to Unborn Child, Alter Immunity.** February 8, 2017; *RT Magazine.*

- **Prenatal Exposure to Respiratory Syncytial Virus Found to Alter Postnatal Immunity.** April 11, 2017; *Cleveland Clinic: Consult QD.*
- **A Letter to Congress and The White House from the Nation's Children's Hospitals.** April 23, 2017; *The New York Times.*
- **27th Annual Cleveland Clinic Children's Gala Nets \$1.2 Million to Support Pediatric Research.** May 11, 2017; *Cleveland Clinic Newsroom.*
- **Cleveland Clinic, Rainbow on U.S. News' Best Children's Hospitals Rankings.** June 27, 2017; *Cleveland.com.*
- **Cleveland Clinic Children's Ranked Among the Nation's Best Children's Hospitals by U.S. News & World Report.** June 27, 2017; *Cleveland Clinic: Consult QD.*
- **How Cleveland Clinic Children's New Home Will Improve Care for the Youngest Patients.** July 5, 2017; *Cleveland Clinic: Consult QD.*
- **How to Prevent Back-to-School Asthma Attacks.** September 18, 2017; *WRAL-TV (United States).*
- **Groundbreaking Study Shows Important Functional Differences in Calcium Transport Molecule.** October 2, 2017; *Cleveland Clinic: Consult QD.*
- **Children Without Allergies Can Still Be Afflicted with Asthma-Like Coughing and Wheezing.** October 2, 2017; *ScienceDaily.com.*
- **Protein Responsible for Asthma-like Coughing, Wheezing in Children without Allergies.** October 4, 2017; *RT Magazine.*
- **Colds Help Build a Child's Immune System.** October 5, 2017; *WPVI-TV Philadelphia.*
- **How Do Viruses Trigger Cough in Asthmatic Children, Even Without Allergies.** October 6, 2017; *MedicalResearch.com.*

- **Three Candidates Seeking UAMS Chancellor Post.** October 12, 2017; *Arkansas Democrat-Gazette*.
- **Three Candidates in the Running to be UAMS Chancellor.** October 12, 2017; *North West Arkansas Times*; *Arkansas Online*; *MedicalHealthNews.net*.
- **Becker's 9th Annual Meeting Speaker Series: 3 questions with Cleveland Clinic Pediatric Institute's Chairman and Physician-in-Chief, Giovanni Piedimonte, MD.** December 1, 2017; *Becker's Hospital Review*; *MedicalHealthNews.net*.
- **32 Healthcare Leaders Describe Their Last Trip to the Hospital.** March 16, 2018; *Becker's Hospital Review*; *MedicalHealthNews.net*.
- **"I see in healthcare a dearth of truly transformational leaders," says Dr. Giovanni Piedimonte, Chief of Global Pediatric Research Operations at Cleveland Clinic Foundation.** June 6, 2018; *Becker's Hospital Review*.
- **Can Eating Too Much Fat in Pregnancy Harm Your Baby?** February 14, 2019; *Parents*; *Yahoo! Finance*.
- **Becker's 10th Annual Meeting Speaker Series: 3 Questions with Giovanni Piedimonte, Chief Global Pediatric Research Operations for Cleveland Clinic Foundation.** February 21, 2019; *Becker's Hospital Review*.
- **Air pollution packs on pounds.** May 1, 2019; *WKYC3.com*.
- **Cleveland Clinic Children's Hospital Leader Is Tulane's New Vice President for Research.** July 5, 2019; *Newswise*; *MedicalHealthNews.net*; *New Orleans CityBusiness*; *States News Service*.
- **Tulane Unveils New \$55 Million Dining Hall, Its Biggest Project Since Yulman Stadium.** August 25, 2019; *Times Picayune*; *NOLA.com*.

- **Donors Give \$2 Million To Help Tulane Faculty More Aggressively Compete for Research Dollars.** October 22, 2019; *States News Service*.
- **United States: Common Cold Virus May Cross Placenta, Infect Fetus.** December 2, 2019; *Devdiscourse*; *Outlook India*; *Business Standard India*; *Dailyhunt*; *India.com*.
- **Common Cold Virus can Infect the Placenta.** December 3, 2019; *MedIndia*.
- **News for expecting mothers: Common Cold Virus May Cross Placenta, Infect Your Baby.** December 3, 2019; *Financial Express*; *Yahoo! India*.
- **Common Cold Virus May Cross Placenta, Infect Fetus.** December 3, 2019; *The Freepress Journal*.
- **Can the Common Cold Infect the Unborn? Tulane Research Suggest That It May.** December 3, 2019; *Outbreak News Today*.
- **A Common Cold Virus Can Infect Cells Derived from Human Placentas, According to a New Study.** December 3, 2019; *Futurity*.
- **Common Cold Virus Can Affect Placenta to Affect the Baby.** December 3, 2019; *NewsBricks.com*.
- **Study Refutes “Sterile Womb Dogma”: How the Cold Virus Can Spread to Fetus from Mother.** December 4, 2019; *MedicalResearch.com*.
- **Expectant Mothers Can Pass Common-Cold Virus to Unborn Child.** December 4, 2019; *WorldNetDaily*.
- **Study Finds Common Cold Virus Can Infect the Placenta.** December 4, 2019; *ReachMD*.
- **A Mother Can Spread A Cold to The Fetus Through the Placenta.** December 29, 2019; *CE Noticias Financieras*.

- **3 Hospital Execs on The Best Change They Made In 2019;** January 16, 2020; *Becker's Hospital Review*.
- **The Future of Telehealth: 2 Hospital Execs Share Their predictions.** January 31, 2020; *Becker's Hospital Review*.
- **Can Tulane University's Monkeys Help the Global Fight Against the Coronavirus?** April 06, 2020; *Public Radio International*.
- **Tulane University Launches LabArchives for Researchers.** September 12, 2020; *Targeted News Service*.
- **"The Boss"** (<https://rxforsuccesspodcast.com/the-boss-giovanni-piedimonte-md-faap-fccp/>). November 23, 2020; *Rx for Success Podcast*.
- **COVID, The Revolution of Salivary Tests.** December 23, 2020; *La Repubblica*.
- **Tulane Launches Multidisciplinary Centers of Excellence Aimed at Complex Research Challenges.** February 10, 2021; *Tulane News*.
- **Tulane Launches Three New Research Centers to Combat Coronavirus, Future Infectious Disease.** February 16, 2021; *The Times-Picayune; Nola.com; The New Orleans Advocate*.
- **Tulane Libraries Announce New Agreement to Broaden Access to Published Research.** February 24, 2021; *Tulane News*.

Giovanni Piedimonte, MD, FAAP, FCCP

Executive Leadership Summary

Managerial Experience: >25 years

Time in Current Job: 20 months

1. Vice President for Research and Institutional Official, Tulane University (2019-present)

The Office of Research is responsible for enhancing Tulane's research mission across all fields, including the humanities, biomedical and population health, environmental sciences, and more. All of our service units – Biosafety, Comparative Medicine, Compliance and Research Integrity, Human Research Protection, Institutional Animal Care and Use, Research Proposal Development, Sponsored Projects Administration, Technology Transfer, and Intellectual Property Development – participate in critical aspects of research operations at the university level.

Major Strategic or Operational Accomplishments:

- University-wide research funding from all sponsors for fiscal year 2020 increased 14% over the prior fiscal year (**best year in history for Tulane research funding**).
- Funding from federal agencies increased 19% over the same period.
- University-wide grant submission increased 10% (12% federal) over the previous year.
- Indirect costs increased 15%.
- Tulane's COVID-19 research generated >200 projects and \$120M in grant applications, with >\$30M already awarded.
- Completed new BSL-3 facility for rodent COVID-19 models.
- Expanded (tripled capacity) and updated rodent vivarium.
- Established the COVID-19 Biobank and Library at Tulane (CoBALT).
- Launched the Grant Lifecycle Management (GLM) initiative, a fully digital, paperless platform driving efficiency and throughput for all research operations.
- Implemented the LabArchives Electronic Lab Notebook (ELN) system to allow scientists working on multiple platforms and devices to share data and knowledge in real-time.
- Launched the Life Science e-Clinical Platform to store and manage large amount of complex trial data using advanced analytics.
- Completed the conversion of all research paper documents into searchable digital files.
- Expanded the Office of Research Proposal Development (ORPD) providing logistic, budget, and statistical support for large center grants.
- Formed the new Tulane Research Council (TRC), whose membership includes the Vice-Deans for Research from all schools.
- Started the new Tulane Centers of Research Excellence Program to promote and support multi-disciplinary teams working on convergence research.

2. Chairman, Cleveland Clinic Children's (2012-2019)

Combined budgetary responsibilities

- Managed 414 beds in four acute care hospitals, one post-acute specialty hospital, and more than 40 outpatient clinic locations.
- Service Line Operating budget of \$280 million.
- Service Line margin grown by 84%.
- Managed more than 680,000 annual outpatient visits.
- Led Clinical Operations, Quality & Safety, Patient Experience, Staff Recruitment and Education for the entire Children's Hospital System.

Service Line Financials					
	2012	2013	2014	2015	2016
Gross Revenue	\$ 366,940,539	\$ 461,301,722	\$ 559,510,670	\$ 609,251,171	\$ 643,301,096
Net Revenue	\$ 150,854,731	\$ 193,832,617	\$ 225,319,322	\$ 245,904,065	\$ 261,152,550
Direct Cost	\$ 96,250,287	\$ 123,125,407	\$ 142,958,650	\$ 153,024,481	\$ 160,580,032
Contribution Margin	\$ 54,604,444	\$ 70,707,194	\$ 82,360,673	\$ 92,879,584	\$ 100,572,518

Number and Positions of Employees

Cleveland Clinic Children's Caregivers	
Staff MD's	360
Fellows	37
Residents	39
Pediatric RN's	900
Advanced Practice Providers	103
Therapists	150
Administrative and other	62
TOTAL	1,651

A. Chairman, Cleveland Clinic Pediatric Institute

Budgetary Responsibilities: Pediatric Institute only

- Managed annual operating budget of \$99 million.
- Supervised 18 Departments and Centers.
- Managed Institute treasury funds and endowments totaling \$16.3M.
- Directed research activities with funding over \$8.9M.

Major Strategic and Operational Accomplishments:

- Medicaid Expansion: Successfully launched expansion of Pediatric Primary Care at more than 40 regional sites across NE Ohio:
 - Total additional new encounters: 18,000/yr.
 - New unique patients coming into system: 15,000

- MetroHealth Medical Center Partnership: Signed a five-year contract with MetroHealth to provide Pediatric GI, Hematology Oncology, Urology, Radiology, Orthopedics, and Genetic clinical services. This agreement also created a partnership between Cleveland Clinic Children's, MetroHealth, and Akron Children's Hospital to provide top pediatric care to NE Ohio children and generate care-paths and quality standards to be used across a healthcare network serving children in Cuyahoga County.
- Quality and Patient Safety
 - Improved access, quality, safety, and overall patient satisfaction across pediatric network:
 - Average wait new outpatient appointments = 2 days.
 - Readmission rate (all cause 30-day) = 3.5%.
 - Zero CLABSI/CAUTI/VAP reported since 2014 from all 3 Neonatal ICUs.
 - Zero Serious Safety Events throughout system since October 2013.
 - Established Family Engagement Committee including family members of past and current patients along with caregivers.
- Academic
 - Board pass rate above national average in all pediatric specialties.
 - Teaching scores >4 out of 5 in all pediatric specialties.
 - Doubled total research expenditures.
 - Doubled pediatric NIH/Federal research funding.
 - Doubled overall professional development funding.
 - Increased funded research as a percentage of total research from 22% to 64% (average for CCF enterprise = 35%).
 - According to Web of Science data, in 2015 Cleveland Clinic Pediatric Institute's publications performed 3 times better than average for pediatrics journals.
 - Founded the Cleveland Clinic Center for Pediatric Research as part of the Lerner Research Institute.
- Infrastructure
 - Opened \$2.7 million, 13,000 sq. ft. outpatient clinic center at Hillcrest Hospital, with 41 providers and 18 specialty clinics, 21 exam rooms, 2 echo labs and 4 infusion bays.
 - Opened \$4.7 million, 8,000 sq. ft. intermediate care inpatient unit in the Cleveland Clinic Children's Hospital main building, with 13 private patient rooms.
 - **Supervised construction of the first Pediatric Outpatient Building on the Cleveland Clinic Main Campus in downtown Cleveland, Ohio (175,000 sq.ft. opened in October 2018).**
- Mentoring & Leadership Development:
I have always been fully committed to building an organizational structure conducive to handling the current and future demands of providing the best academic education and healthcare by supporting and promoting the enterprise's professional and administrative staff. In particular, I have personally mentored many colleagues throughout my executive career and developed effective succession plans by managing up the best and brightest. Furthermore, I have worked with selected groups of leaders both locally and nationally

to develop their academic and business acumen. These leaders have shown tremendous progress themselves, and together we have managed up many other academic and administrative leaders. The focus on developing a spirit of mentorship and professional development within the institution has ensured a steady supply of successful young leaders to manage complex organizations both nationally and internationally for years to come. Also, I have invested time and focused energy on enriching educational and training programs with active involvement of residents and fellows.

- Other Accomplishments
 - Achieved ranking in 10 of 10 Pediatric Specialties among *US News & World Report* Best Children's Hospitals (only 20 other Children's Hospitals).
 - Recruited >100 pediatric specialists, including 12 new Chairs.
 - Doubled pediatric infusion service line and regional therapy services.
 - Established Pediatric Leadership rounds in all pediatric inpatient units.
 - Expanded Pediatric Transplant Program that has doubled its overall volume. In particular, pediatric heart transplants increased between 2012 and 2016 from 0 to 9 (#1 in Ohio).
 - Established the Pediatric Global Patient Services attracting hundreds of pediatric patients from 38 countries.

Key Projects:

- Established new specialty programs to provide value-based care to children with complex care needs including:
 - Be Well Kids (multidisciplinary pediatric wellness program).
 - Pediatric Complex Care Management Program.
 - Transitional Pediatric-to-Adult Program.
 - School Based Healthcare program.
 - Mobile Pediatric Clinic to bring medical care to children within their own communities.
- Doubled philanthropy contributions to Pediatrics.
- Secured the Ross Family Endowed Chair for Pediatric Cardiology.
- Opened state-of-the-art Hybrid Cath Lab for both Pediatric and Adult Congenital.
- Achieved and maintained 99% Meaningful Use Targets since 2014.
- Care Affordability: Led cost-repositioning initiatives resulting in \$4.5M savings.

B. President, Cleveland Clinic Children's Hospital for Rehabilitation

Cleveland Clinic Children's Hospital for Rehabilitation is the largest of the only 13 freestanding children's hospitals dedicated to the post-acute care of pediatric patients in the United States. Its mission is to improve the quality of life and health status of children with chronic illness and disability by providing, at reasonable cost, a comprehensive, coordinated and family-centered program of services, research, and education that is directed toward maximizing each child's potential for a life of health and functional independence.

Budgetary responsibilities: CCCHR only

- Managed annual operating budget of \$39 million.
- Managed 91,000 annual therapy visits (76% growth).
- Managed 25 subspecialty chronic and long-term care beds.

Major Strategic or Operational Accomplishments:

- Chaired the Executive Board responsible for overall governance.
- Supervised major clinical departments including:
 - Inpatient Rehabilitative Services.
 - Outpatient Therapy Service programs located at six centers across NE Ohio.
 - Northeast Ohio's only Pediatric Dialysis Unit.
 - Educational operations for Lerner School of Autism serving 100+ students on main campus plus an additional 400+ students through outreach programs.
 - Specialty programs for children with special needs including feeding disorders, spasticity, ADHD, ventilator-dependence.
 - Developed Master Facility Plan to align with strategic planning for Rehab Hospital and Pediatric Institute.

Key Projects:

- Developed the Pediatric Integrative Medicine Department focused on wellness, alternative and complementary therapies tailored for pediatric patients.
- Developed the Cleveland Clinic Autism Development Solutions (CCADS) to assist other independent healthcare organizations in developing comprehensive autism treatment centers utilizing the Cleveland Clinic model throughout the United States, with locations in Missouri, Kentucky, Pennsylvania, Michigan, Nevada and Ohio.
- Managed acquisition of two new therapy practices in NE Ohio.
- Successfully achieved JCAHO and CARF three-year accreditation.

Number and Positions of Employees: CCCHR

CCF Children's Hospital for Rehabilitation Caregivers		
Staff MD's		16
Advanced Practice Providers		8
Fellows		2
Pediatric RN's		96
Autism School Therapists, Teachers and Admin		140
Therapists		150
Administrative and other		62
TOTAL		672

Press Ganey Physician Engagement Outcome Metrics for the Pediatric Institute and Children's Hospital (PICH) - 2017 Survey

Metric	PICH	National %ile Rank	Δ vs. other CCF Physicians	Δ vs. National Average	Δ vs. 2015 PICH*
Engagement	4.28	78 th	+.06	+.25	+.05
High Reliability	4.29	92 nd	+.09	+.25	+.13

*No survey was conducted in 2016 and 2018.

Major Results Takeaways

- Key Strengths
 - Career Development
 - Use of new technologies/clinical practices
 - Non-punitive response to mistakes
 - Strong focus on safe, high-quality care for patients

- 73% would stay if offered a similar position elsewhere
- >80 are satisfied, want to be here in 3 years
- >90% are proud, would recommend

3. Prior Leadership Roles

A. Chair of Pediatrics, West Virginia University, Morgantown, WV (2006 – 2012)

- Chaired Department of 16 Divisions.
- 61 MDs, 9 PhDs, 20 RNPs, 36 house staff, 185 employees.
- \$25 M Annual Budget FY11.

B. Physician-in-Chief, WVU Children's Hospital, Morgantown, WV (2006 – 2012)

- Over 300 staff FTEs.
- \$24 M Annual Budget FY11.
- Clinical revenue growth by 103% over 5 years.
- Recruited more than 50 new faculty members.
- Reduced faculty turnover from >15% to <6%.
- Appointed 8 new Division Chiefs.
- Established Faculty Mentoring System.
- Extramural research funding tripled over 5 years.
- Number of annual grant submissions doubled, with 31% success rate.
- Re-accredited categorical Pediatrics and Medicine-Pediatrics Residency Training Programs for a full 5-year cycle in 2009.
- Secured the James H. Walker Endowed Chair for Pediatric Cardiology and a \$12 M endowment for the establishment of the WVU Pediatric Research Institute in 2008.
- Secured the Ross Family \$1.4 M endowment for the establishment of the WVU Pediatric Diabetes Center in 2011.
- 5-Year Chair Evaluation (2011): 85% satisfaction rate; Overall Score = 4.25 out of 5.0.

C. Chief, Division of Pediatric Pulmonology, Miller School of Medicine, University of Miami, Miami, FL (1995 - 2006)

- Supervised Division of 5 faculty and more than 20 staff.
- Started only fellowship program in Pediatric Pulmonology in South Florida.
- Started only UNOS-certified Pediatric Lung Transplant program in South Florida.
- Started only accredited Cystic Fibrosis Center in South Florida.
- Started University of Miami/Jackson Memorial Asthma Center.
- Recognized as Teacher of the Year by the Pediatric Pulmonology Division in 2000 and awarded Dean's Certificate of Gratitude for Exceptional Teaching in 1996.
- Increased research funding from \$0/year to over \$500K/year.

3. Other Activities/Accomplishments/Qualifications

- Continuously funded by the National Institutes of Health for the past 30+ years.
- Holds 17 international patents + 1 pending patent.
- Served on the Respiratory Integrative Biology and Translational Research Study Section of the National Institutes of Health 2007-2011.
- Chaired University of Miami Dean's Task Force for Faculty Development and Mentoring, 2000-02.
- Completed Certificate Programs in Health Care Management and in Managed Care & Capitation, University of Miami School of Business, 1999.
- Completed Executive Development Seminar for Associate Deans and Department Chairs, Association of American Medical Colleges, Ft. Lauderdale, FL, 2006.
- Completed Program for Chiefs of Clinical Services, Harvard School of Public Health, Department of Health Policy and Management, Boston, MA, 2008.
- Completed Healthcare Finance & Accounting for Executives, Cleveland Clinic Academy/Baldwin Wallace University, Cleveland, OH, 2013.
- Completed Population Health Academy, Jefferson College of Population Health, Thomas Jefferson University, Philadelphia, PA, 2015.
- Selected to participate to the 3rd Cohort of the Association of Governing Boards Institute for Leadership & Governance in Higher Education, Pathway to the Presidency, 2021
- Served in Governor's Maternal Mortality Advisory Committee, Office of Maternal, Child and Family Health, Bureau for Public Health, State of West Virginia Department of Health and Human Resources.
- Cleveland "Top Doctors", Pediatric Pulmonology, Cleveland Magazine.



Giovanni Piedimonte, MD, FAAP, FCCP
Vice President for Research and Institutional Official
Tulane University
Professor of Pediatrics, Biochemistry & Molecular Biology
Tulane School of Medicine

May 7th, 2021

**To the Search Committee for the
President
Florida State University**

Sirs/Madams:

I am writing this letter to submit my candidature and express keen interest in the position of **President of the Florida State University**. In addition to being an active physician-scientist, my qualifications include two principal components. First, the *leadership skills and executive experience* developed over the past 25+ years, first as Division Chief and Director of centers of excellence and training programs; then as one of the longest-serving academic Department Chairman; more recently as Hospital President & CEO in one of the top two healthcare systems in the U.S.; and currently as Vice-President of one of the most well-respected research universities in the country and long-term member of the Association of American Universities (AAU). Second, the *academic achievements* combined with intra- and inter-institutional collaborations in several areas involving graduate education and scientific research. For your evaluation, I have outlined below a summary of administrative experience and academic contributions. For further details, please refer to the enclosed Curriculum Vitae, or visit my LinkedIn profile at <https://www.linkedin.com/in/giovanni-piedimonte-59341b41>.

Administrative Experience: In 2019, I accepted the position of Vice-President for Research and Institutional Official of Tulane University in New Orleans, LA. The Office of Research I lead is responsible for enhancing Tulane's research mission across all fields, including the humanities, engineering, biomedical and public health, environmental sciences, law, economics, and more. More specifically, the Office includes a large number of service units – Biosafety, Comparative Medicine, Compliance and Research Integrity, Human Research Protection, Institutional Animal Care and Use, Research Proposal Development, Sponsored Projects Administration, Technology Transfer, Intellectual Property Development, and others – all dedicated to monitoring and supporting the research work performed by the faculty and staff of the 10 Tulane schools. In addition, the VPR is directly in charge of four Research Institutes dedicated to multi-disciplinary, convergence research involving multiple schools: the Tulane Aging Institute, the Tulane Brain Institute, the Tulane Translational Science Institute, and the Bywater Institute at Tulane University (coastal and environmental research).

Major strategic and operational accomplishments already achieved under my leadership include:

- University-wide research funding for the fiscal year 2020 increased 14% over the prior fiscal year (best year in the history of Tulane for university-wide research funding).
- Funding from federal agencies increased by 19% over the same period.
- University-wide federal grant submission increased 12% over the previous year.

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gpiedimonte@tulane.edu

<https://research.tulane.edu>

- Indirect costs received increased 15%.
- More than 200 COVID-19 research projects and >\$120M in grant applications, with >\$30M already awarded.
- Completed BSL-3 facility for rodent COVID-19 models.
- Expanded (tripled capacity) and updated rodent vivarium.
- Started COVID-19 Biobank and Library at Tulane (CoBALT).
- Launched Grant Lifecycle Management Initiative, a fully digital, paperless platform driving efficiency and throughput for all research operations.
- Launched LabArchives Electronic Lab Notebook (ELN) system to allow scientists working on multiple platforms and devices to share data and knowledge in real-time.
- Launched digital e-platform for large clinical trials.
- Expanded Office of Research Proposal Development (ORPD), providing logistic, budget, and statistical support for large center grants.
- Formed a new Tulane Research Council (TRC), whose membership includes the Vice-Deans for Research from all schools.
- Started the new Tulane University Research Awards and the Tulane Research Hall of Fame to celebrate top investigators university-wide.
- Started the new Tulane Centers of Research Excellence Program to be granted to multi-disciplinary teams focused on convergence research (just awarded the first 3 of these center grants focusing on sex-based biology, personalized medicine, and emerging infections).

My day-to-day activities as Tulane VPR include developing broad strategies for the research enterprise, planning their implementation, and bringing people together for their completion. I also supervise administration and finances for all research operations; meet regularly with all staff members and complete their annual performance reviews; coordinate all quality and safety programs; actively participate in the promotion of educational and research activities; raise funds from private and corporate donors to advance the university research mission; represent the university at national meetings of leading higher education organizations like the AAU, the University Research Association (URA) Council of Presidents, and several others; regularly interact with members of the state legislature and U.S. Congress, as well as industry and social leaders to advance the local and national scientific and educational agenda. I also serve on many university-wide committees and boards, including being Chair of the Health Sciences Leadership Council, University Senate Standing Committee on Research, and University Institutional Conflict of Interest, as well as a standing member of the University Administrative Council and Emergency Preparedness Action Committee.

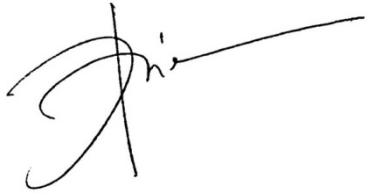
Previously, from 2012 to 2019, I was the Steven and Nancy Calabrese Endowed Chair for Excellence in Pediatric Care, Research and Education and served as Professor & Chair of the Department of Pediatrics at the Cleveland Clinic Lerner College of Medicine of Case Western Reserve University in Cleveland, Ohio. I also served as the Cleveland Clinic Pediatric Institute Chair and as President & CEO of the Cleveland Clinic Children's Hospital, as well as a member of the Cleveland Clinic Foundation Board of Trustees. Under my leadership, safety and quality metrics improved significantly across the service line; access was better than enterprise targets with a 2-days average wait for a clinic appointment; patient volumes increased to over 680,000 outpatient visits, 13,000 hospital admissions, and 11,000 surgeries per year; total revenues surpassed \$1B/year. Cleveland Clinic Children's expanded to 414 pediatric beds and >40 clinic sites across Northeast Ohio and was *consistently ranked as one of the Best Children's Hospitals in the United States by U.S. News & World Report, including being one of the few ranking in 10 out of 10 specialties*. During my tenure, we recruited more than 100 medical staff members, bringing the total to >350, with many of them recognized as "Best Doctors." We met budget and increased margins every fiscal year, in part thanks to the completion of multiple cost repositioning initiatives. Research funding and philanthropy fundraising more than doubled. Last but not least, board passing rates for graduates of our residency and fellowship programs were consistently above the national average for the first time in years. As Pediatrics became one of the most successful service lines of the enterprise, a building exclusively dedicated to Pediatric Outpatient services opened on the Cleveland Clinic Main Campus in Cleveland downtown in September 2018 for the first time in the history of the institution. In my role as Chief of Global Pediatric Operations, I spearheaded the development, coordination, and expansion of all research programs dedicated to improving the health of pregnant mothers, infants, children, and adolescents across the enterprise. Furthermore, I was honored to serve as

Founding Director of the Center for Pediatric Research established by the Cleveland Clinic Board of Governors in 2015. Last but not least, I continued to be listed among the Top Doctors in my specialty locally, nationally, and internationally, served on the Standard Setting Panel of the American Board of Pediatrics and actively mentored students and residents.

Academic Contributions: My research team has been successful in obtaining and maintaining peer-reviewed research support since 1997. I have served as Principal Investigator or Co-PI on more than 40 basic, translational, and clinical research grants from the National Institutes of Health (NIH), Cystic Fibrosis Foundation, American Lung Association, Asthma and Allergy Foundation of America, and pharmaceutical industry. These include active grants supporting more than 20% of my current salary. One of these NIH grants ranked at the top 1st percentile on its first review and will continue to provide research support into 2023. I have also secured 18 international patents protecting some of my inventions, and a new patent application is currently pending approval. Our research has produced more than 160 peer-reviewed articles and more than 250 book chapters, abstracts, and monographs, mostly published in scientific journals of the highest quality. I serve on several editorial boards and am an active reviewer for several medical journals of general interest (e.g., The Medical Letter, PLoS, The British Medical Journal, The Lancet), as well as most leading journals in the fields of pediatrics and pulmonary diseases. As our research program is well recognized nationally and internationally, I have been invited to deliver more than 500 lectures to scientific meetings and leading academic institutions around the world, including several endowed lectureships and awards. From 2007 to 2011, I served on the Respiratory Integrative Biology and Translational Research (RIBT) study section of the NIH. In addition, I have served and continue to serve *ad hoc* on several other national and international peer-review and advisory panels for a number of extramural funding agencies, including the NIH, American Association for the Advancement of Science, American Heart Association, U.S. Department of Veteran Affairs, Canadian Institutes of Health Research, and research organizations of several other countries including the United Kingdom, Chile, and Switzerland. More importantly, my peers have consistently recognized me as a valuable mentor, research leader, and collaborator. My team and I have made significant contributions to several institutional academic programs, and our collaborations have crossed departmental and school lines. In particular, the convergent aspects of our research programs have been of major significance and have led to several collaborative grant proposals and publications. Finally, I have represented the medical faculty as an elected member of Faculty Senate, School Council, and Governing Board; chaired Task Forces to develop school-wide strategies for faculty development and mentoring; contributed to the development of undergraduate medical curricula; and represented my institutions at national and international meetings.

Career Goals: *Today, many would say that I had accomplished the goals set out when I decided to leave everything I loved behind for a greater love of patient care and scientific research. However, my dreams continue to push me forward, and I am confident that the best of my contribution to the academic world is yet to come. In the first 30+ years of my professional journey, I have accumulated considerable experience and expertise in administrative practices and operations; higher education models and curricula; basic, clinical, and translational scientific research; healthcare leadership and management. I have been exposed to a variety of leadership styles and organizational structures through my work in multiple institutions and environments of varying size, scope, and culture. I have become a national expert in population health, value-based care, telehealth, precision medicine, educational and medical applications of artificial intelligence, transformational leadership, and other areas that will disrupt and reshape the next decade. These are all topics I am regularly invited to discuss in commentaries, op-eds, and talks to other executives at national and international meetings. Lastly, my research continues to be funded by NIH and be featured in high-impact journals and international conferences. Thus, as we approach a critical juncture for the future of higher education in our country, I believe I have fully developed the framework and perspective - as well as the organizational, operational, and systemic foundations - needed to perform successfully as an academic leader, senior administrator, and executive manager even in the most complex organizations. I will welcome the opportunity to provide any further information you might require and look forward to hearing from you.*

Sincerely,

A handwritten signature in black ink, appearing to be 'G. Piedimonte', with a long horizontal line extending to the right.

Giovanni Piedimonte, M.D., F.A.A.P., F.C.C.P.
Vice President for Research and Institutional Official
of Tulane University
Professor of Pediatrics, Biochemistry & Molecular Biology
Tulane School of Medicine

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EDUCATION

Juris Doctor

Florida State University
College of Law, 1994

Bachelor of Science, Social Sciences

Florida State University, 1990

RECOGNITIONS

**The 100 Most Influential People
in Florida Politics**, Influence
Magazine, 2020, 2018, 2015

Florida State University
**Foundation Legacy Donor
Recognition**, 2020

Florida State University **Faculty
Senate Vires Torch Award**, 2019

Seminole Boosters **Golden Chief
Recognition**, 2007–Present

Tallahassee Community College
President's Award, 2019

**500 Most Influential Business
Leaders**, Florida Trend
Magazine, 2018

LEADERSHIP & EXPERIENCE

MANAGING PARTNER AND CHIEF EXECUTIVE OFFICER PITTMAN LAW GROUP, P.L., 2001–Present

Founder of a preeminent law and governmental affairs firm operating in Tallahassee, Miami, and Riviera Beach, Florida

INTERNAL

- Provide executive leadership as CEO, directing business development strategies, overseeing business administration, and guiding financial management and planning in alignment with the firm's mission and vision
- Achieved exponential growth through the development and implementation of short-term and long-term strategic plans, establishing ambitious goals for growth of the firm's capacity, capabilities, revenue, and profitability
- Instituted a business model that supports and invests in diverse ideas, intelligent contributions, collaborative, inclusive leadership, and professional growth
- Execute financial management and sustainability strategies to achieve financial goals and budgets and identify opportunities to reduce expenses and reallocate resources

EXTERNAL

- Successfully advocate client priorities before the Florida Legislature and Cabinet, secure state funding opportunities, and maintain relationships with key House, Senate, and state agency leadership
- Cultivate strategic relationships leading to increased opportunities for mutually beneficial engagement on projects, initiatives, and business endeavors, including partnerships with Fortune 500 companies
- Provide legal counsel and representation on government, administrative and corporate law matters to clients, including cities, counties, universities, hospitals, banking institutions, aviation and port authorities, corporations, and professional associations; provide guidance to staff attorneys on complex legal matters, oversee recruitment and retention of senior staff
- Provide strategic advisement and government representation to clients across multiple industries, including higher education, transportation, telecommunications, county and municipal government, health care, farming, and food and beverage

RECOGNITIONS

Palm Beach County Sports Commission, **Award & Recognition**, 2019

DREAMS Center of Tallahassee **Youth and Family Programs President's Award**, 2019

The National Association for the Preservation of African American History & Culture, Inc. **Public Service Award**, 2019

Tallahassee Barristers **Hall of Fame Inductee**, 2017

ICE Foundation **Legal Luminary Award**, 2016

National Bar Association **Heman Sweatt Award**, 2016

Kappa Alpha Psi Fraternity, Inc. **Theta Eta Legacy Award**, 2015

Leadership Florida **Distinguished Member Award**, 2015

Florida State University **National Black Alumni, Inc. DRUM Award**, 2015

John G. Riley Center and Museum **Corporate Leader Award**, 2014

Big Bend Minority Chamber of Commerce's **Chairman Award**, 2014

The Bethel Empowerment Foundation, Inc. **Community Leadership Award**, 2013

FSU Alumni Association **Circle of Gold Award**, 2013

Palm Beach County Black Educators Caucus **Community Service Award**, 2011

Children's Home Society **Chairman's Award**, 2011

LEADERSHIP & EXPERIENCE

- Serve as lead spokesperson providing expert legal, business, and political commentary on panels, keynotes, and media interviews
- Lead and participate in numerous charitable fundraising initiatives and volunteer activities in alignment with the firm's vision and commitment to community building and enhancing the lives of others

FOUNDER AND CHIEF EXECUTIVE OFFICER

ESPMEDIA PRODUCTION CORPORATION, 2007–Present

Established a premier full range marketing and public relations firm specializing in media production, multicultural marketing, strategic communication, and campaign management

- Develop and implement a strategic plan applying business and financial management tactics to optimize achieving goals and objectives
- Identify opportunities to elevate client value and grow business through diverse, cutting-edge services and novel approaches to branding and campaign strategies
- Establish a strong business infrastructure through the recruitment of top talent and implementation of sophisticated systems and processes
- Advise and execute successful state and local political campaigns
- Serve as lead on external engagements and media spokesperson for clients

PAST PRESIDENT

ORANGE BOWL COMMITTEE, 2005–Present

- As president, led \$3 million renovation and re-opening of Orange Bowl Field at Glades Pioneer Park, a culmination of a multi-year effort that included intentional engagement of diverse contractors and strategic investment to strengthen the local economy
- Established long-standing relationships with university presidents, athletic directors, collegiate athletic conference leaders, ESPN network leadership and staff, and corporate sponsors, leading to opportunities to collaborate on initiatives and endeavors to strengthen players, programs, institutions, and communities
- Led partnership development efforts, including expanding the Orange Bowl engagement and activity area beyond Broward and Dade counties into Palm Beach County, increasing opportunities for partnerships, local outreach, and support
- Led initiative to gift newly updated media centers at three South Florida elementary schools, providing state-of-the-art equipment and technology to improve teacher and student access to resources to improve academic achievement
- Directed the establishment of annual \$10,000 scholarships for college-bound high school student-athletes in honor of victims of the tragic event at Marjory Stoneman Douglas High School in Parkland, Florida

RECOGNITIONS

Leadership Tallahassee, **Servant Leadership Award**, 2010

The Big Bend Minority Enterprise Development Committee, **Economic Development Champion of the Year Award**, 2009

Boys and Girls Club of the Big Bend **Starfish Award**, 2009

Greater Tallahassee Chamber of Commerce **Small Business of the Year Award**, 2007

Seminole Boosters **Silver Chief Recognition**, 2005, 2006

State University System of Florida Board of Regents **Appreciation Award**, 1993

BOARDS, COMMUNITY & CIVIC INVOLVEMENT

State of Florida Coronavirus Vaccination Community Education & Engagement Taskforce, 2021

Leon County, FL Coronavirus Vaccination Community Education & Engagement Taskforce, 2021

Big Ten Athletic Conference Anti-Hate and Racism Coalition Member, 2020-Present

National Bar Association, General Counsel Designate, 2020-2021

Leon County Schools Coronavirus Task Force Member, 2020

Leadership Florida, Cornerstone Membership Selection Committee, 2020

College Football Playoff National Championship Game Host Committee, 2020-2021

LEADERSHIP & EXPERIENCE

FOUNDER AND CHAIR OF THE BOARD

BIG BEND MINORITY CHAMBER OF COMMERCE (BBMC), 2012–Present

Established a network of business owners across five North Florida counties driven to propel the local economy and provide tools and resources to empower minority business owners in the Big Bend region

- Facilitated a partnership with the Leon County School District to adopt Title I schools, raising thousands of dollars to provide enrichment and mentoring program support
- Spearheaded a strategic partnership with Walmart to provide COVID-19 micro-grants to help sustain diverse local businesses impacted by the pandemic
- Developed a ten-point policy plan focused on eliminating systemic inequities and building opportunities for women and black-owned businesses, including facilitating greater minority business participation in government contracts and supporting the development of micro-grants and loans to bridge disparities in availability and access to capital
- Created Camp 'Treppie, a one-week summer day camp for middle and high school students, designed to foster an entrepreneurial mindset; developed camp curriculum combining life-and-leadership skills with training and guidance on the fundamentals of successful business startups and financial literacy; partnered with Tallahassee Community College, the FSU College of Entrepreneurship, and Envision Credit Union to provide camp coaches, facilities, and funding support

BOARD OF TRUSTEES

FLORIDA STATE UNIVERSITY FOUNDATION, INC., 2018–Present

- Provide strategic counsel and expertise as a member of the Development and Trusteeship Committees and Foundation liaison to the Division of Student Affairs
- Assisted in efforts to grow the Foundation's endowments, notably, raising an unprecedented \$775,000 during the 2019 Great Give, a remarkable increase of 87 percent from 2018, and achieving 100 percent Trustee participation
- As a member of the New Candidate Cultivation task force, review and develop improvements to the new candidate identification and recruitment process and criteria for qualification
- Drive thoughtful discussion and debate to strengthen the Foundation's commitment to diversity and inclusion of trustees during deliberations on restructuring board membership criteria
- Identify potential new donors and opportunities to engage key corporate leaders in the state and country
- Provide key insights and recommendations on proposed policies, improvements to academic programs, and responsible use of the institution's resources

BOARDS, COMMUNITY & CIVIC INVOLVEMENT

Hancock Bank Board of Directors,
2007–2020

**Tallahassee Community College
President's Circle,** *2019–Present*

**Orange Bowl Committee,
President,** *2018–2019*

**Children's Campaign Board of
Directors,** *2012–2013*

**Tallahassee Chamber of Commerce
Executive Board of Directors,**
2007–2013

**Leon County Civic Center Authority
Board of Directors,** *2003–2012*

**Children's Home Society Board of
Directors, Former Chairman,**
2005–2011

**Apalachee Center Board of
Directors,** *2009–2010*

**The Governor's Club, Board of
Governors**

**University Center Club at Florida
State University, Board of
Governors,** *1996–2006*

**The Brogan Museum Board of
Directors,** *2002–2004*

**United Way of the Big Bend Board
of Directors,** *2010–2013*

**State University System of Florida,
Campus Safety Taskforce—Chairman,**
1993

**University of Central Florida—
Presidential Search Committee,** *1992*

**Florida Gulf Coast University—
Presidential Search Committee,** *1992*

The Florida Bar, Member
1997–Present

LEADERSHIP & EXPERIENCE

FOUNDER

WILHELMINA FOUNDATION, *2017–Present*

- Established the Foundation to provide annual textbook scholarships to students in need throughout the state of Florida
- Increased annual donor support from both individuals and corporations and awarded over 88 scholarships

FINANCE CHAIR

FLORIDA GUBERNATORIAL CYCLE, *2017–2018*

- Organized robust fundraising strategy and organization for the Florida Democratic Nominee
- Raised over \$65 million during the 2018 election cycle, toppling all previous dollars raised in a Florida democratic race for governor

FLORIDA BOARD OF REGENTS

STATE UNIVERSITY SYSTEM OF FLORIDA, *1992–1993*

- Served on presidential search committees for Florida State University, University of Central Florida, and Florida Gulf Coast University
- Established and chaired a statewide task force to address campus safety following major incidents of violent crime at the University of Florida and University of West Florida
- Organized campus visit days at each state university for Board of Regents members to learn about each institution's programs and value proposition to the State University System.
- Instrumental in the review and approval to establish Florida Gulf Coast University as the tenth university in the State University System

EXECUTIVE DIRECTOR

FLORIDA STUDENT ASSOCIATION, *1990–1991*

- Served as chief lobbyist representing the interest of 200,000 students across the entire State University System, advocating on student priority issues, including fees, student retention, college affordability, academic excellence, distance learning alternatives, accessibility, curriculum and programming
- Successfully lobbied to prevent tuition increases proposed by the Board of Regents and the Florida Legislature to ensure quality, affordable education
- Initiated and organized the first student-driven Statewide Education Summit convening student body presidents, university presidents, chancellor of the State University System, legislative leaders, and the Governor to discuss pertinent student issues
- Developed engagement strategies for the board of directors and students before the Florida Board of Regents, State University System, Florida Legislature, and the Governor's office
- Managed daily operations, budget, and staff

BOARDS, COMMUNITY & CIVIC INVOLVEMENT

**Tallahassee Barristers
Association, Member**

**Virgil Hawkins Florida Chapter,
National Bar Association, Member**

National Bar Association, Member

**Kappa Alpha Psi Fraternity, Inc.,
Life Member**

**Sigma Pi Phi Fraternity, Brawley
Legacy Member**

OTHER FSU LEADERSHIP AND INVOLVEMENT

**FSU Jim Moran Institute for
Global Entrepreneurship Advisory
Committee, 2018–Present**

**FSU College of Law, Board of
Visitors, 2014–Present**

**FSU College of Law Dean Search
Committee, 2016**

**Seminole Boosters Board of
Directors, 2006–2012**

**Seminole Torchbearers Board of
Directors and Chairman, 2005–2011**

**FSU Athletic Director Search
Committee, 2007**

**FSU Presidential Search
Committees, 1993 and 2003**

**FSU Burning Spear, Founding Class
and Corporate Board, 1993**

**Bobby E. Leach Center, Supervisor,
1991–1994**

**Search Committee for FSU Vice
President of Student Affairs, 1989**

**FSU Resident Assistant, DeGraff
Hall, 1987–1988**

FSU LEADERSHIP & INVOLVEMENT

- Represent the Florida State University Student Government Association before the Florida Legislature and Cabinet and partner with Florida State University's overall lobbying effort to advance the public policy and state government interests of FSU students, faculty, growth, placement, and infrastructure from 2007 to present

Notable legislative efforts include:

- Integral in advocacy efforts to establish the "Preeminent University" designation by the Florida Legislature leading to millions in state funding for faculty and resources to propel Florida universities to national preeminence
- Integral in advocating for the World Class Faculty and Scholars Program with an initial state investment of \$11 million to significantly lower the FSU student to faculty ratio
- Secured \$1.5 million in state funding to construct a Black Student Union building providing classroom, meeting, and social gathering space for FSU's Black Student Union student government organization
- Led successful advocacy efforts making FSU the most veteran-friendly university in Florida by creating the Honorably Discharged Graduate Assistance Program funding for veterans and establishing the Student Veterans Center
- Advocated for millions in funding for the Graduate and Post-Doctoral Student Program to increase graduate and post-doctoral student populations
- Advocated for state funding and participated in negotiations to achieve FSU's full and exclusive ownership of the Leon County Civic Center
- Collaborate on advocacy efforts with lobbyists for fellow Florida universities on issues impacting student populations across the state
- Donated a \$100,000 endowment to establish the Sean Pittman Scholarship at Florida State University College of Law designated for minority law students
- Florida State University Legacy Donor, recognizing 26 consecutive years of giving to the university
- Seminole Boosters Golden Chief Recognition
- Florida State University College of Law Alumni Class Agent for FSU Annual Fund campaign
- Student Government Association – Student Body President
 - Led effort before the Faculty Senate to implement the XY course requirement illuminating the university's responsibility to cultural and gender differences
 - Allocated \$7 million in Capital Improvement Trust Fund to establish University Center Club at Doak Campbell Stadium
 - Successfully spearheaded effort to establish summer graduation ceremony at FSU

REFERENCES

(listed alphabetically)

Eric Barron

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(850) 644-7158

Mark Keenum

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Mississippi State, MS 39762
(662) 325-3221

Sheriff Walt McNeil

Sheriff, Leon County, FL
2825 Municipal Way
Tallahassee, FL 32304
(850) 606-3300

Dr. Melvin Stith

Dean Emeritus, College of Business, Florida State University;
Dean Emeritus, Whitman School of Management, Syracuse University;
Interim President, Norfolk State University
2588 Noble Drive
Tallahassee, FL 32308
(315) 345-6298

James Swofford

Former Commissioner, Atlantic Coast Conference
4512 Weybridge Lane
Geensboro, NC 27407
(336) 854-8787

OTHER PROFESSIONAL EXPERIENCE

STAFF ATTORNEY,

THE FLORIDA LEGISLATURE, 1998–1999

SENIOR EXECUTIVE ASSISTANT TO THE SECRETARY

FLORIDA DEPARTMENT OF BUSINESS AND PROFESSIONAL REGULATION,
1995–1998

REGIONAL DIRECTOR

FLORIDA GOVERNOR LAWTON CHILES CAMPAIGN, 1994–1995

LAW CLERK

KATZ, KUTTER, HAIGLER, ALDERMAN, DAVIS & MARKS, 1993–1994

LAW CLERK

OFFICE OF SPEAKER DESIGNATE PETER WALLACE, FLORIDA HOUSE OF REPRESENTATIVES, RULES COMMITTEE, 1992–1993

PERSONAL

- Born in Lake Wales, Florida
- Attended public schools in Riviera Beach, Florida
- Married to Dr. Audra Pittman
- Children: Paloma, Phoebe and Pilar

PUBLICATIONS, INTERVIEWS & MEDIA

Pittman, Sean; Jefferson, Antonio (2020) An open letter to county commissioners. **Capital Outlook**.

Pittman, Sean (2020) Lots of qualified black women could be Biden's VP. Picking one will turn out Democrats. **South Florida Sun-Sentinel**.

Pittman, Sean (2020) Colorblind COVID-19 should open our eyes to racial disparities. **South Florida Sun-Sentinel**.

Pittman, Sean (2019) Florida's Latest Iteration of Voter Suppression – Parking on College Campuses. **South Florida Sun-Sentinel**.

Pittman, Sean (2019) Big Bend Minority Chamber charts an aggressive course for 2019. **Tallahassee Democrat**.

Pittman, Sean (2018) It's not just felons who need a second chance at voting. **Pensacola News Journal**.

Pittman, Sean (2018) Amendment 4 offers second chances and a sensible addition to the Constitution. **South Florida Times**.

Pittman, Sean (2018) I ask the NRA to take a stand on Stand Your Ground. **News-Press**.

Pittman, Sean (2018) Dems can't forget Black voters in 2018. **SeanPittman.com**

Pittman, Sean (2018) Immigration v. Incarceration? Lock 'em up usually wins. **Westside Gazette**.

Pittman, Sean (2018) Dems face a big choice in 2018. **SeanPittman.com**

Pittman, Sean (2018) Dems must get out of their own way. **Pensacola News Journal**.

Pittman, Sean (2018) Gun violence: explaining the inexplicable. **Tallahassee Democrat**.

Pittman, Sean (2017) Florida democrats must craft compelling, progressive campaigns in 2018. **Palm Beach Post**.

Pittman, Sean (2017) Florida shouldn't waste its teachable moments. **Tallahassee Democrat**.

Pittman, Sean (2017) Small business holiday a win for Florida. **News-Press**

Pittman, Sean (2015) Vantage Point: Conversation on police body cameras must move beyond debate. **New Pittsburgh Courier**.

Pittman, Sean (2012) Legislature must call special session to fix Stand Your Ground law. **South Florida Sun Sentinel**.

Pittman, Sean (2012) Black men bare the burden of other people's suspicions. **South Florida Sun Sentinel**.

Pittman, Sean (2010) Florida: Democracy of Indecision. **SeanPittman.com**

Pittman, Sean (2010) U.S. Healthcare Debate: Losing focus. **SeanPittman.com**

Pittman, Sean (2009) The American Dream: Restocked. **SeanPittman.com**

Pittman, Sean (2008) Should Barack Obama choose Hillary Clinton as his Running Mate. **SeanPittman.com**

Pittman, Sean (2008) The value of small business. **SeanPittman.com**

Pittman, Sean (2007) Florida's property tax. **SeanPittman.com**

Pittman, Sean (2007) Property insurance crisis in Florida. **SeanPittman.com**

Pittman, Sean (2006) The Institution of the Martin Lee Anderson Act. **SeanPittman.com**

RADIO

Ausley, Representative Lorraine; Alexander, Representative Ramon. Interviewed by Sean Pittman. **The Sean Pittman Show**. 12 January 2020. Radio and Podcast.

Ausley, Representative Lorraine. Interviewed by Sean Pittman. **The Sean Pittman Show**. 18 October 2020. Radio and Podcast.

Bottoms, Mayor Keisha L. Interviewed by Sean Pittman. **The Sean Pittman Show**. 29 March 2020. Radio and Podcast.

Bowden, Coach Bobby. Interviewed by Sean Pittman. **The Sean Pittman Show**. 27 October 2019. Radio and Podcast.

Braynon, Senator Oscar. Interviewed by Sean Pittman. **The Sean Pittman Show**. 14 June 2020. Radio and Podcast.

Crump, Attorney Benjamin. Interviewed by Sean Pittman. **The Sean Pittman Show**. 3 November 2019. Radio and Podcast.

Crump, Attorney Benjamin. Interviewed by Sean Pittman. **The Sean Pittman Show**. 8 July 2019. Radio and Podcast.

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Crump, Attorney Benjamin. Interviewed by Sean Pittman. **The Sean Pittman Show**. 31 May 2020. Radio and Podcast.

Evans, Political Director Vince. Interviewed by Sean Pittman. **The Sean Pittman Show**. 23 August 2020. Radio and Podcast.

Fried, Commissioner Nikki. Interviewed by Sean Pittman. **The Sean Pittman Show**. 29 September 2019. Radio and Podcast.

Gillum, Andrew. Interviewed by Sean Pittman. **The Sean Pittman Show**. 1 November 2020. Radio and Podcast.

Gillum, Andrew; Gillum, Jai R. Interviewed by Sean Pittman. **The Sean Pittman Show**. 16 June 2019. Radio and Podcast.

Jones, Representative Shevrin. Interviewed by Sean Pittman. **The Sean Pittman Show**. 20 October 2019. Radio and Podcast.

Lawson, Congressman Al. Interviewed by Sean Pittman. **The Sean Pittman Show**. 21 September 2020. Radio and Podcast.

Lawson, Congressman Al. Interviewed by Sean Pittman. **The Sean Pittman Show**. 17 November 2019. Radio and Podcast.

McKissack, Cheryl. Interviewed by Sean Pittman. **The Sean Pittman Show**. 15 March 2020. Radio and Podcast.

McNeil, Sheriff Walt. Interviewed by Sean Pittman. **The Sean Pittman Show**. 24 June 2019. Radio and Podcast.

Radakovich, Dan. Interviewed by Sean Pittman. **The Sean Pittman Show**. 16 February 2020. Radio and Podcast.

Reed, Kasim. Interviewed by Sean Pittman. **The Sean Pittman Show**. 16 August 2020. Radio and Podcast.

Rivers, Kim. Interviewed by Sean Pittman. **The Sean Pittman Show**. 19 May 2019. Radio and Podcast.

Rolle, Dr. Myron. Interviewed by Sean Pittman. **The Sean Pittman Show**. 22 September 2019. Radio and Podcast.

Rubin, Jeff. Interviewed by Sean Pittman. **The Sean Pittman Show**. 11 October 2020. Radio and Podcast.

Rye, Commentator Angela. Interviewed by Sean Pittman. **The Sean Pittman Show**. 8 September 2019. Radio and Podcast.

Sellers, Commentator Bakari. Interviewed by Sean Pittman. **The Sean Pittman Show**. 4 August 2019. Radio and Podcast.

Sellers, Commentator Bakari. Interviewed by Sean Pittman. **The Sean Pittman Show**. 7 June 2020. Radio and Podcast.

Shaw, Sean. Interviewed by Sean Pittman. **The Sean Pittman Show**. 4 October 2020. Radio and Podcast.

T.I. Interview by Sean Pittman. **The Sean Pittman Show**. 18 January 2020. Radio and Podcast.

Thurston, Senator Perry. Interviewed by Sean Pittman. **The Sean Pittman Show**. 26 January 2020. Radio and Podcast.

Pittman. **The Sean Pittman Show**. 22 December 2019. Radio and Podcast.

TELEVISION

Book, Attorney Ron; Jackson, Commissioner Jimbo. Interviewed by Sean Pittman. **The Usual Suspects. CBS Network**. 4 October 2020. Television.

Bryant, Commissioner Elaine. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network**. 6 January 2019. Television.

Bush, Governor Jeb E. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network. Television**.

Crist, Governor Charlie. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network. Television**.

Fineout, Gary. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network**. 17 February 2019. Television.

Geraghty, Pat; Pittman, Sean; Stoetzel, Kelly. Keynote. **Diversity and Inclusion Building Legacies Session hosted by the Tallahassee Community College Foundation**. 4 September 2018.

Hanna, Superintendent Rocky. Interviewed by Sean Pittman. **The Usual Suspects. CBS Network**. 29 November 2020. Television.

Jones, Representative Shevrin; Moskowitz, Jared. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network**. 22 September 2019. Television.

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Kam, Dara; Watson, Screven. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network.** 12 May 2019. Television.

Litz, Steve; Pittman, Sean. Commentator. **The Place for Politics. MSNBC.** 12 March 2016. Television.

Litz, Steve; Pittman, Sean. Commentator. **The Place for Politics. MSNBC.** 3 March 2016. Television.

Loudon, Dr. Gina; Forbes, Steve, Pittman, Sean. Commentator. The Business Intelligence Report with Trish Regan. **Fox Business News.** 29 August 2015. Television.

Loudon, Gina, McCain, Meghan, Pittman, Sean. Commentator. The Business Intelligence Report with Trish Regan. **Fox Business News.** 25 October 2015. Television.

Matlow, Commissioner Jeremy; Akbar, Attorney Mutaqee. Interviewed by Sean Pittman. **The Usual Suspects. CBS Network.** 13 September 2020. Television.

Marsh, U.S. District Attorney Pamela. Interviewed by Sean Pittman, Steve Vancore, and Gary Yordon. **The Usual Suspects. CBS Network.** 8 March 2020. Television.

Metzler, Chris; Pittman, Sean. Commentator. America's Election Headquarters. **Fox News Channel.** 24 January 2016. Television.

Montford, Senator Bill. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network.** 20 January 2019. Television.

Moore, Dr. Ed. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network.** 21 July 2019. Television.

Moore, Dr. Ed. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network.** 15 March 2020. Television.

Moskowitz, Jared. Interviewed by Sean Pittman. **The Usual Suspects. CBS Network.** 26 October 2020. Television.

Pittman, Sean. Interviewed by Andrew Gillum and Angela Rye. Black America Votes 2020. **BET Networks.** 3 November 2020. Television.

Pittman, Sean. Interviewed by Dr. Gina Loudon. **America Trends. YouToo America.** 23 October 2015. Television.

Pittman, Sean. Commentator. The Business Intelligence Report with Trish Regan. **Fox Business News.** 15 September 2015. Television.

Pittman, Sean. Commentator. America's Newsroom. **Fox News Channel.** 26 November 2015. Television.

Pittman, Sean. Commentator. America's Newsroom. **Fox News Channel.** 23 December 2015. Television.

Scott, Governor Rick. Interviewed by Sean Pittman and Gary Yordon. **The Usual Suspects. CBS Network.** 27 April 2013. Television.

Sprolws, Speaker Chris. Interviewed by Sean Pittman. **The Usual Suspects. CBS Network.** 9, April 2021. Television.

Watson, Screven. Interviewed by Sean Pittman and Steve Vancore. **The Usual Suspects. CBS Network.** 1 September 2019. Television.

CLIENTS

Under the leadership of Attorney Pittman, the firm has grown from serving the Tallahassee community to a premier Florida boutique firm which represents Fortune 500 companies and the largest counties in the State of Florida. Many of Pittman Law Group's clients have entrusted Attorney Pittman with their government affairs, legal, and consulting needs for nearly two decades, and this is due to the leadership and management of Attorney Sean Pittman.

Past and Present Clients Include:

Altria Client Services, Inc.	Florida Association of Court Clerks & Comptrollers	Northwest Florida State College
American Addiction Centers, Inc.	Florida Crystals	Palm Beach County Government
Ampco Parking Services	Florida Health Care Association	Palm Beach Kennel Club
Arbor Construction	Florida Hospital Association	Paradym Engineering
Ashbritt Environmental	Florida Power and Light	Peoples Gas
Associated Industries of Florida	Florida Restaurant and Lodging Association	Poarch Creek Indians
Bellsouth/AT&T	Florida State University Student Government Association	Republic Parking
Boca Bay DUI Program	Florida Student Association	Republic Properties Corporation
Bond Community Health Center	Fortress Investment Group	Reynolds, Smith and Hills
Broward County Government	Gadsden County Sheriff's Office	Richard S. Bernstein & Associates
Central Florida Regional Transportation Authority (LYNX)	Gadsden County Board of County Commissioners	Sandco Inc.
City of Belle Glade	GDS Associates, Inc.	Sentry Security Systems, LLC
City of Delray Beach	General Tobacco	South Florida Limousine Association
City of Gretna	Genting Americas	Storage Rentals of America
City of Miami	Good Housing Partnership	Tallahassee Housing Authority
City of North Miami	Grain Communications Group, Inc.	Tampa Electric
City of Orlando	Granger Development, Inc.	TECO Energy
City of Port Orange	Harvey, Branker & Associates	The College Board
City of Riviera Beach	Hospital Corporation of America	Town of Mangonia Park
City of Riviera Beach Community Redevelopment Agency	Indelible Solutions	T-Pain
City of Tallahassee	Investment Corporation of Palm Beach	Trulieve
Clear Channel Airports	Las Vegas Sands Corporation	UBER Technologies, Inc.
Corizon Healthcare	Leon County School Board	United Bank of Switzerland
Danzy Bail Bonds	Leon County Sheriff's Office	Village of Royal Palm Beach
DraftKings	LLT Development, Inc.	Visit Florida
FanDuel	Marine Industries Association of South Florida	Visit Tallahassee
Florida A&M University	Miami-Dade County Government	Wakulla County School Board
Florida African American Heritage Preservation Network	MWH Global, Inc.	Wal-Mart Stores, Inc.
Florida Association for Care and Ethical Services	Nationwide Parking Services	Waste Management, Inc.
Florida Association of Counties		WFSU Public Media
		Whole Child Leon
		Wind Creek
		Zimmerman Agency

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May 7, 2021

Mr. Bob Sasser, Chair
c/o SP&A Executive Search
6512 Painter Avenue
Whittier, CA 90601

Dear Chair Sasser and Members of the Presidential Advisory Search Committee:

We are in unprecedented and exciting times. The country, and the world, are on the cusp of transformational change impacting every facet of our lives. The challenges we face today present tremendous opportunities for leaders to take daring steps to achieve meaningful, lasting impact. Florida State University has a well-deserved reputation as a leader in academic excellence and innovation, and currently positioned to be a leader among universities – both private and public – in the next evolution of higher education. This next phase promises to be both exciting and challenging. The University’s imminent shift requires a leader with both a clear vision and a passion for the institution. Moreover, such a champion must possess the skill and acumen to navigate complex administrative processes, fundraise, advocate on behalf of the institution, spearhead partnerships, and promote global excellence. With that, I am honored to submit this letter of interest for the opportunity to lead my beloved alma mater, as the next President of Florida State University.

As a *passionate advocate for FSU* for more than thirty-five years, I have supported, advanced, and implemented countless contributions that have enhanced FSU and continue to position the students, faculty, and institution for greater success. My connection and commitment to our great institution run deep. As a former FSU Student Body President, graduate of the College of Social Sciences and Public Policy and FSU College of Law, member of multiple FSU alumni and fundraising groups, more than 15 years lobbying State Government on behalf of FSU’s Student Government Association, and a Legacy donor for 26 consecutive years, I hold strong, long-standing relationships with FSU’s students, student organizations, and alumni. My widespread involvement impacting various FSU campus units and populations provide a unique breadth and depth of understanding about FSU’s culture, strengths, challenges, and opportunities. This understanding and connectedness facilitates a sense of trust within the FSU community and increases opportunities to foster renewed enthusiasm and active support.

Below, I draw your attention to the personal values that have informed my life and work, my commitment to the University and my work in the community, state, and country more broadly. I believe that my experiences, commitment, and the values expressed in everything I have done speak to my capacity to lead the university. As the next President of Florida State University, I am committed to cultivating opportunities to fortify FSU's role as a leading academic institution driving innovation, research, entrepreneurship, and creativity in alignment with the University's mission and vision.

Fundraising Excellence

"During my presidency of Florida State University, Sean Pittman was well known for his love of FSU and was considered a "go to" alumnus for fundraising, ACC relationships, and especially government relations. We made significant strides and Sean was an important part of our success."

Eric J. Barron, President, Penn State University

Growing and expanding funding and resources is a critical component in strengthening FSU's fiscal vitality and capacity to pursue new national distinctions. My established relationships within State Government and decades of advocacy on issues impacting higher education provide valuable insight on effective strategies, key players, and opportunities for state funding. I have successfully partnered in advocacy efforts leading to FSU obtaining the "Preeminent University" designation, resulting in millions in state funding for faculty and resources. Additionally, these efforts secured a state investment of \$11 million for the World Class Faculty and Scholars program to reduce FSU's student to faculty ratio, among other significant state funding successes impacting FSU as detailed in my CV materials.

Although increasing state funding is crucial, the University must also explore greater utilization of existing and emerging federal funding opportunities and strengthen institutional advancement efforts. My extensive business, community, and civic engagement provides an established network of local, state, national, and international sources of new and expanded corporate and foundation philanthropy. Increasing FSU's endowments are integral to supporting robust student financial aid, programs and activities, retaining distinguished faculty, and increasing the University's impact within underserved communities throughout the state. Through my work as a member of the FSU Foundation Board of Trustees, I actively contribute to efforts to grow the Foundation's endowments and participated in a task force to modernize the Foundation's approach to raising resources. As a member of the task force, I led efforts to ensure inclusion was considered as the group worked to restructure the Foundation, expand the number of seats on the board, modernize membership criteria, and improve campus engagement by assigning a Board liaison to each college and program. These changes demonstrate a commitment to modernizing our approach, which is essential to improving the Foundation's work and engagement.

As President, I will also explore pathways to monetize FSU's research efforts and its assets with entities positioned to support the dynamic work taking place at FSU, which will result in attracting renown faculty and high-achieving students. As the third-largest state in the country, it is time for Florida's State University System to include more than one member of the Association of American Universities (AAU). We must rank in education alongside our peer states --- California, Texas, and New York, which boast multiple AAU institutions. President Thrasher worked diligently toward this goal. With aggressive strategies and outreach, FSU can achieve this distinction resulting in benefits that impact the entire state. These benefits must continue to be pressed upon the state legislature to strengthen the state's commitment to funding higher education initiatives that will attract ambitious students, talented faculty, and, ultimately, contribute to the growth and reputation of the state.

My capacity to immediately engage in effective fundraising for the university is supported by my *professional fundraising expertise* comprised of decades leading and participating in successful fundraising efforts on behalf of charitable organizations and initiatives and raising significant funds as finance chair and consultant for candidates for elected office.

Above all, I am committed to responsible stewardship that expands FSU's scope of possibilities in an efficient and sustainable manner. Although FSU has stewarded resources well over the years, growing FSU's endowments to \$2 billion will provide access to spendable funds to implement strategic changes that are necessary to expand research, significantly increase student financial aid, recruit top faculty, researchers, and doctoral students, optimize student-to-faculty ratios, improve infrastructure, and meet other targeted goals. I am prepared to aggressively pursue this ambitious endowment goal.

Academic Excellence

"I have no doubt that Sean Pittman would be a dynamic leader for many institutions, but I find him particularly and uniquely equipped to successfully lead Florida State University with a passion, purpose, and conviction that is highly sought after and difficult to find."

Mark E. Keenum, President, Mississippi State University

As institutions of higher education work to reimagine possibilities beyond the long-standing traditional model that was upended, in an instant, by the COVID-19 pandemic, I am eager to lead FSU to the forefront in this new frontier. Infinite opportunities exist to achieve greater national recognition, increase statewide impact, lead dynamic change in inclusion practices, and strengthen FSU's most important assets and stakeholders - our students, faculty, and alumni.

FSU has been blessed with a history of outstanding leaders. The fruits of their labor have been significant growth and the achievement of national prominence.

From a very young age, I recognized the power of education to change lives, communities, and societies. And I did not shy away from advocating for that. As FSU Student Body President, I successfully lobbied the FSU Faculty Senate to implement the XY course requirement, mandating the completion of a course addressing cultural and/or gender differences for all undergraduate

students. This was a unique and difficult challenge, as the issue had been discussed for over a decade without discernible progress being made. Adding the student voice to this issue made all the difference. I was able to convince students to support this issue even though it would add a course requirement to their curriculum. As students, we collectively decided the XY requirement would make us better prepared for the world we would face upon graduation.

Fast forward to more recent times. In 2019, I was honored to receive the Faculty Senate Vires Award for my commitment to helping students at Florida State both during my time as a student and as an alumnus. At the awards ceremony, President Thrasher characterized the awardees in this manner:

“Each of these honorees have contributed to the academic excellence of this university. They have donated their time, talent and treasure because they believe strongly in our mission and because they care deeply about our faculty, staff and students. They do it, quite simply, because they love Florida State University.”

As president of FSU, my mission-driven vision will focus on significantly increasing resources, not only to expand the research enterprise overall, but also to recognize the individual accomplishments and achievements of our faculty that drive those enterprises. As Florida State University continues to etch out its legacy in the academic landscape, I will stand as a committed advocate in becoming not only one of the best public universities in the country but also one of the best institutions of higher education on the continent. I am excited to work with research faculty, deans, and other administration as we charge toward the coveted AAU membership. AAU membership identifies the University as the apex of research. Great research enhances teaching and quality teaching is essential to the student experience. Some view great tension between excellence in research and teaching, I do not. I believe they compliment one another, each making the other stronger. The student experience has always been the focus of faculty and administration alike, and I am committed to enriching, deepening, and extending that experience and improving its quality and value to students by increasing financial support and expanding our health, wellness, and support services.

Administrative Excellence

"I already consider Sean a colleague and a partner within the collegiate environs. I would gladly welcome him to the family of university presidents. Sean has the energy, experience, and skill to lead Florida State University. With a strong commitment to excellence, he would proudly serve as president with enthusiasm and passion each and every day."

James P. Clements, Ph.D., President, Clemson University

The best leaders surround themselves with a team that also reflects their ethics, values, and energy. I am excited to engage with members of the campus community to illuminate the challenges we face and to develop solutions to overcome them through consensus and collaboration.

My leadership philosophy centers on the inclusive engagement of diverse perspectives and forward-thinking, collaborative, and data-informed goal setting. I believe in the balance of empathetic understanding with integrity-driven decision making. Above all else, I am a fully engaged leader, accessible, a participant in the full University experience, and energetically embody the lifeblood of our culture, heritage and who we are as 'Noles.

My professional experiences as both an entrepreneur and an attorney provide a valuable balance of comprehensive analytical skills and intelligent risk-taking. I am a skilled collaborator and an effective advocate. For more than twenty years, I have provided executive leadership as chief executive officer of a thriving law and government affairs firm that has expanded to include multiple office locations across the state.

My extensive experience includes strategic and financial planning, operational and risk management coupled with an understanding of complex legal and regulatory issues. My demonstrated skill in running multiple businesses and organizations has equipped me to succeed in the complexities of the university context including knowledge of innovative best practices in personnel and employment management, technology and virtual learning, and campus life.

As FSU seeks a new President that will uphold its commitment to addressing ***diversity, equity, and inclusion***, I share this strong commitment and have championed these issues throughout my career. As an appointee of the Big Ten Anti-Hate and Anti-Racism Coalition, I work alongside chancellors, presidents, athletic directors, coaches, and student-athletes to develop effective strategies and methods to combat hate around the world. I am prepared to support FSU's existing initiatives and identify new opportunities to enhance the same.

As examples of my commitments to this cause, I engaged in an effort to strengthen the diversity of the FSU College of Law by donating a \$100,000 endowment establishing the Sean Pittman Scholarship for minority law students. In 2016, I lobbied the Florida Legislature and successfully secured \$1.5 million in state funding to construct a Black Student Union building that provides classrooms, meeting, and social gathering space for FSU's Black Student Union student government organization.

Additionally, in 2017, I founded and established The Wilhelmina Foundation, named for my mother, to provide annual textbook scholarships to minority students in need throughout the State of Florida. Moreover, my work on diversity and inclusion is recognized each year at FSU's annual leadership awards night, where for the last 27 years, one student leader receives "the Sean Pittman Award" for their work and impact on the black community at Florida State University.

As President, I will be committed to the development of similar efforts and the recruitment of a diverse student body and ensuring our faculty and staff reflect that diversity as well.

Partnership Excellence

"As a world-class research institution, Florida State University thrives with corporate investment, government support, and philanthropic funding while contributing to society ideas with global impact and people who are catalysts in the academy, the arts, and athletics. Sean Pittman understands the importance of fostering and growing private and public partnerships demonstrated by an extensive and distinguished record. He has a vision for achieving and exceeding current strategic plan goals by leveraging symbiotic business connections as a conduit to a billion-dollar endowment for our university."

J'Tia Hart, Ph.D. (B.S. '02)

Nuclear Engineer, Argonne National Laboratory

In each of my areas of expertise, I have built strong relationships based on mutual benefit and social impact. My depth of knowledge of the State University System of Florida and university governance provides me with the ability to effectively navigate the university system's multi-layered governance structure. As a former member of the Florida Board of Regents, I evaluated, developed, and supported the adoption of policies, academic programs, and strategic and financial plans governing public universities in the state. This former leadership and engagement within the governance system guides my insight and understanding and enables me to work effectively with fellow state university presidents and lead efforts to secure gains impacting the entire System.

My engagement and success across Florida's leading businesses and industries have been recognized by *Influence Magazine*, which has named me one of the 100 Most Influential People in Florida Politics, Leadership Florida Distinguished Member of the Year, and *Florida Trend Magazine's* 500 Most Influential Business Leaders. My skill for entrepreneurship and passion for economic inclusion led me to establish the Big Bend Minority Chamber of Commerce to support fellow entrepreneurs and the local economy and provide a structured source of business tools, resources, and community programs. In 2020, I forged a partnership between the Chamber and Walmart to provide COVID-19 micro-grants to help sustain local businesses impacted by the pandemic. In recognition of my success as an entrepreneur, I was named to the FSU Jim Moran Institute for Global Entrepreneurship Advisory Committee, where I worked to further the mission of this national treasure. My skill in identifying key points of mutual interest among stakeholders representing various constituencies and structuring discussions to emphasize the potential benefits has been vital to my numerous successes as a lawyer, businessman, advocate, and leader of multiple organizations. This quality translates well into the role of a university president tasked with collaborating with multiple stakeholders to advance the mission and vision of the university.

As a leader within the Orange Bowl Committee, I helped negotiate the 2014 partnership with Capital One. I was, subsequently, appointed as chairman of our corporate partnership committee to cultivate the Capital One and other corporate relationships over the years, including the College Football Playoff, Miami Dolphins Organization and ESPN Broadcasting Network. Under my leadership, we were able to sign another multi-year renewal, maintaining the partnership agreement through 2026. Additionally, during my term as President and chair of the

Orange Bowl Committee, I led the negotiations, completion and re-opening of a \$3 million sports field and facility revitalization project at Glades Pioneer Park in Belle Glade, Florida, the organization's first Legacy Gift in Palm Beach County. Through these experiences, I have developed well-established relationships with university presidents, athletic conference commissioners, collegiate conference leaders, and corporate sponsors that will be beneficial to enhancing FSU's athletics programs, leadership, and fundraising among Boosters.

In addition to fundraising to support the Orange Bowl's academic and community programs, I led the establishment of annual \$10,000 scholarships for college-bound student-athletes honoring the victims of the Parkland, Florida tragedy.

Global Excellence

"I believe that Sean has the intellectual aptitude to fully understand the myriad of issues impacting the post-secondary institutions and can bring his experience and adroitness to the tables of power.

Sean will work diligently with faculty, staff and students to continue Florida State's climb in the academic rankings by extending its reach and reputation in the global academy. Sean will build a global platform of opportunities for this great university. He will listen and engage with all parts of the university community. This will be an easy task given Sean's ease of style and graceful personality.

I believe he has the professional skills and experience to build an exemplary executive team and comprehensive strategies to complement his leadership and continue to move Florida State forward to greater heights and enhanced status amongst public universities. Finally, I firmly believe that Sean can meet the new as well as well as ongoing challenges that will be faced by the next President of Florida State University."

Melvin T. Stith, PhD

Dean Emeritus, College of Business, Florida State University; Dean Emeritus,
Whitman School of Management, Syracuse University; Interim President,
Norfolk State University (2018-2019)

What makes a University globally renowned is its well-rounded commitment to academics, overlain by an authentic commitment to a *student-centric experience* reflected in a strong commitment to the community, to the arts and to athletics. The depth and breadth of my personal and professional interests has uniquely positioned me to carry this flame on behalf of our institution.

My wife, Dr. Audra Pittman serves as Vice President for The Savannah College of Art and Design (SCAD) and has 20 years of experience in the arts, education, and business. In her previous role, she served as Executive Director of the capital region's Council on Culture and Arts (COCA). Through her strong influence, I have developed a deep, personal understanding and appreciation

for the role that arts play in student and community development. Included in my overall vision, I will continue to elevate preeminence and further illuminate arts and culture within the University and within the neighboring communities.

FSU's intercollegiate athletic enterprise has an outstanding reputation and numerous national titles and is in a prime position to elevate its standings. My *vast experience in intercollegiate athletics* provides a fundamental understanding of the challenges and opportunities for athletic programs in higher education. Strengthening the athletic program requires integrating athletics into a unified vision and identifying its place within FSU's academic and public missions. By developing a strategic plan to achieve "Athletic and Academic Excellence," FSU's athletics program will appropriately complement the university's overall mission and reinforce its reputation as an institution that is committed to comprehensive athletic excellence.

In Conclusion

"I have had the privilege of working with fifty-five different university presidents representing the fifteen institutions of the ACC during my 24-year tenure as commissioner of the conference. My observations of those individuals and of the extraordinary capabilities, experiences and values of Sean Pittman lead me to believe that Mr. Pittman would bring outstanding leadership and superb results to this position."

John D. Swofford, Commissioner Atlantic Coast Conference (Fmr)

As this letter describes, FSU must continue to build on the existing momentum with diligent work toward ambitious goals. However, these goals cannot be realized without acquiring the necessary resources. Reimagining the approach to increasing FSU's endowment and taking the required steps to realize it are essential to reaching new, extraordinary heights. This requires that everyone in the FSU community be a partner in the effort, and when done well, everyone will be.

Here at Florida State University, we have the opportunity to use our preeminence to serve as a change agent within the great state of Florida. We should strive to be more than a presence within the state, but a driving force of the state by engaging in important issues, matters and challenges throughout the state. Using our assets to impact more communities throughout Florida will, in turn, build supporters who may not be previously affiliated with FSU, but become newly committed to our great institution as they experience and appreciate the impact FSU has on their lives.

My executive leadership experience in developing and executing ambitious strategic and financial plans, state and federal government affairs experience, professional fundraising savvy, prior involvement in higher education governance in Florida, and record of unwavering student advocacy and support of FSU are key strengths that shape my insight and approach to setting a vision that propels the institution to immeasurable success.

It would be my life's honor to lead and build a stronger FSU, supporting the mission and core values and working together with the Board of Trustees and the University community to advance

Florida State into the list of top 10 public universities and accept an invitation to join the Association of American Universities.

I look forward to the opportunity to further discuss my vision for the university, my commitment to its success, and my qualifications for shaping a future we collectively embrace.

Regards,

Sean Pittman

Sent electronically: May 7, 2021

CURRICULUM VITAE

Mary Ann Rankin
The University of Maryland, College Park
mrankin@umd.edu
301-887-7136 cell

EDUCATION

Neural Systems and Behavior Course, Marine Biological Laboratories, Woods Hole, Ma.
(Summer, 1980)
Harvard University, Postdoctoral fellow (NIH) with Dr. Lynn M. Riddiford (1972-1974)
University of Iowa, Ph.D. with Hugh Dingle 1972
Imperial College Field Station, Ascot, England, NSF pre-doctoral fellow with J. S. Kennedy
(summer, 1970)
University of Puerto Rico Marine Biological Station, La Parguerra, Puerto Rico (Summer, 1969)
Louisiana State University in New Orleans, B.S. in Biology and Chemistry (1965-1966)
Adams State College, Alamosa, Colorado (1962-1965)

ADMINISTRATIVE AND PROFESSIONAL EXPERIENCE

Senior Vice President and Provost, University of Maryland, College Park, 10/1/2012 to
1/29/2021
Chief Executive Officer and President, National Math and Science Initiative, 8/1/2011 to
9/30/2012
Dean, College of Natural Sciences, 9/1/1994 to 7/31/2011
Chairman, Division of Biological Sciences, University of Texas, Austin, 9/1/1989-8/31/94
Professor of Zoology/Integrative Biology, University of Texas, Austin, 9/1986 to 9/30/12
Associate Professor of Zoology, University of Texas, Austin, 9/1981 to 8/1986
Assistant to the Dean of Natural Sciences, 1982-83
Administrative Intern, College of Natural Sciences, 1981-82
Assistant Professor of Zoology, University of Texas, Austin, 1/1975 to 8/1981
Summer Investigator, Marine Biological Laboratories, Woods Hole, MA, 1978, 1980, 1981, 1983,
1985

OVERVIEW OF RELEVANT ADMINISTRATIVE EXPERIENCE

- Administrative Experience Summary:** Prior to starting my current sabbatical, I served as Senior Vice President and Provost at the University of Maryland, College Park, from October 1, 2012 to January 29, 2021. Most of my prior professional career was in association with the University of Texas at Austin, first as a faculty member in Zoology, then as chairman of Biological Sciences, then—for nearly 17 years—as Dean of the College of Natural Sciences. Prior to moving to Maryland, leave was granted from UT Austin for one year to allow me to serve as Chief Executive Officer and President of the National Math and Science Initiative (NMSI, <http://nms.org>), a non-profit organization based in Dallas Texas that is focused on replicating proven programs in STEM education at national scale.
- Board Service Summary:** After twenty years, I continue my service as a member of the Board of Directors of the Southwest Research Institute, a private, non-profit engineering research organization in San Antonio, TX. I served for 6 years on the National Science Foundation EHR Advisory Committee. Currently, I serve as a member of the National Math and Science Initiative Board and have recently rotated off the Educational Advisory Board of

Howard Hughes Medical Institute (HHMI) after a 6-year term. I also serve on a number of other small non-profit organization boards and advisory groups.

- 3. The University of Maryland at College Park** is the state's flagship university and one of the nation's preeminent public research universities. A global leader in research, entrepreneurship and innovation, the University serves about 41,000 students (~31,000 undergraduates, ~10,000 graduate students; 41% minorities), with 9,000 faculty and staff, and 250 academic programs. Its faculty includes two Nobel laureates, five Pulitzer Prize winners, 56 members of the national academies and scores of Fulbright scholars. The institution has a \$2.4B operating budget, 1250 acres of land, secures about \$550M annually in external research funding, and has major partnerships with NIST, NASA, NSA, NOAA, FDA and numerous other federal agencies.

As Provost, I oversaw the university budget, facilities planning, all academic programs and colleges, as well as admissions, records, libraries, international affairs, and financial aid. Since joining UMD, I participated in a number of programs significant to the future of UMD, including working closely with former UMD President Loh to successfully move Maryland from the ACC to the Big Ten and the CIC (the Committee on Institutional Cooperation—now the Big Ten Academic Alliance, which is the academic consortium of Big Ten schools, plus University of Chicago).

I have also headed a team that evaluated a potential partnership with the Corcoran Gallery of Art and School of Art and Design and guided very successful partnerships with The Phillips Collection (<http://www.baltimoresun.com/news/opinion/editorial/bs-ed-um-Phillips-20151011-story.html>) and the DeVos Institute for Arts Management (<http://devosinstitute.umd.edu>).

Other significant projects include instituting a major analysis to improve university budgeting procedures and other business processes, initiating multiple business improvement efforts via our Administrative Modernization Program (<https://amp.umd.edu>) and our ERP initiative, ELEVATE (<https://elevate.umd.edu>), establishing a partnership with Coursera (<http://umdrighnow.umd.edu/news/massive-online-courses-through-coursera-come-university-maryland>), forming a new Teaching and Learning Transformation Center for the university (<http://umdrighnow.umd.edu/news/umd-launches-hub-innovative-teaching-and-learning-strategies>), forming a new Academy of Innovation and Entrepreneurship (<http://umdrighnow.umd.edu/news/umd-launches-new-academy-innovation-and-entrepreneurship>), working with the UMD President Loh and former UMD Chancellor Kerwin to create close programmatic connections with the University of Maryland Baltimore campus, particularly the medical school, via the MPower initiative (<http://mpower.maryland.edu>), revamping the UMD facilities planning procedures, restructuring and expanding UMD faculty affairs office and services.

My 8+ years at UMD have been relatively intense due to the implementation of major structural and operational changes that have provided new opportunities, such as the move to the Big Ten Conference and into the Big Ten Academic Alliance and the MPower partnership with University of Maryland, Baltimore. The Maryland legislature passed a law mandating a “strategic partnership” between UMD, College Park the University of Maryland, Baltimore which has led to closer collaboration with UMB professional schools, including programming a facility on the College Park campus focused on joint research projects studying brain health and human performance.

In addition to the new Brain Health/Indoor practice facility with UMB, we have brought on line four major new teaching and research buildings, the Edward St. John Center for Learning and Teaching, (a state-of-the-art instructional facility focused on innovation in collaborative learning environments located in the central part of campus that will serve approximately 12,000 students each day); a 185,000 gft² new bioengineering building completed Fall 2018; and a 215,000 gft² computer science complex, completed December 2018. A new Chemistry Building, and new building for the School of Public Policy and the “Do Good” initiative and two additional engineering buildings are being programmed for construction in the next 2-3 years. We are also in the process of major renovations of two buildings that were vacated when new space for computer science and the division of Information Technology came online.

Major research initiatives were initiated through my guidance and direction, including programs in cybersecurity, data analytics, neuroscience, quantum computing, virtual and augmented reality, language science, and climate, environment, and sustainability

4. **As President and CEO of the National Math and Science Initiative (NMSI)**, I oversaw major partnerships with ExxonMobil, Dell and the Carnegie Foundation and developed new relationships with Lockheed Martin, BAE, Department of Defense, and others; supervised extension of NMSI programs into major new regions of the country including Alaska, Hawaii, Arkansas, Indiana, Colorado and Oklahoma; completed a merger with another non-profit STEM teacher training organization, Laying the Foundation; and created a new partnership with Howard Hughes Medical Institute that has resulted in funding UTeach program replication for STEM teacher training across the US. NMSI provided a wonderful opportunity to make a difference in STEM education for our country, working in partnership with leaders in the White House and the Armed Forces while seeing firsthand how a major corporation like ExxonMobil does business and how our public education system works in many different states and major cities. I had the honor of being named one of the 100 most influential women leaders in STEM that year.
5. **The UT Austin College of Natural Sciences** is a diverse college of science, with programs ranging from fashion design to theoretical physics and cosmology. At the time I stepped down we were expending about \$130M in research funding annually, and serving about 9400 undergraduate majors and 1800 graduate students with a faculty of about 365 tenured/tenure track members. The college budget was about \$260M with an endowment of about \$280M. As Dean, with the help of wonderful colleagues, I reorganized major academic programs, built several large interdisciplinary research units that improved UT's national profile in key fields, built 11 new buildings or building wings, revamped the undergraduate curriculum to focus on student success initiatives and undergraduate involvement in research (<http://fri.cns.utexas.edu>), and developed a teacher-training program that has become a model for replication across the country (UTeach, <https://uteach.utexas.edu>). Many of the programs that I initiated served several colleges or in some cases the entire university community.

ACCOMPLISHMENTS FOCUSED ON ACHIEVING UNIVERSITY EXCELLENCE

- **Transforming Teaching to Enhance Learning**

- Creation of the Freshman Research Initiative (FRI) at the University of Texas – its development and replication through Howard Hughes Medical Institute (HHMI); and its UMD version, First-Year Innovation & Research Experience (FIRE)

The Freshman Research Initiative (FRI), which was initiated at UT Austin while I was Dean of the College of Natural Sciences, is an undergraduate research program that fundamentally altered the paradigm of undergraduate education in science at UT, offering large numbers of first-year students the opportunity to progress in their degree plans while performing cutting-edge, original and publishable research rather than taking traditional lab courses. FRI Students do actual research, with faculty and Ph.D.-level research educators, learn to use state-of-the-art lab equipment, develop technological innovations, and publish in peer-reviewed journals. The result is higher graduation rates and GPA's, with the students being better prepared for the future and more likely to excel in STEM careers. The FRI program was transported to UMD, with support from Howard Hughes Medical Institute (HHMI), and with a broadened scope to include students and projects across the entire university – not just science. UMD's broadened version of FRI – called FIRE (First-Year Innovation and Research Experience) – provides first-year students in multiple disciplines with authentic research experience, broad mentorship and institutional connections that improve academic success, self-confidence, and professional development.

- Additional teaching and learning improvements at UMD

In partnership with its founding director Dr. Dean Chang, I established the **Academy of Innovation and Entrepreneurship** that has provided training and coaching for large numbers of students over the years in pursuing fearless ideas and creating new business opportunities. Entrepreneur Magazine ranked UMD as one of the best colleges for entrepreneurs in 2018; Princeton Review has listed UMD in the top ten in I & E for three years.

I established the **Teaching and Learning Transformation Center (TLTC)** in 2014, which provides faculty with support and training in the best pedagogical practices and oversees several student success initiatives. This was particularly important in assisting faculty and students in the recent, rapid move to online instruction with the onset of the COVID-19 pandemic.

More recently I led the University in a reinvention of the university's **Honors College** and a re-design of the large **University Honors Program** to provide a much-enhanced honors experience for the 1000+ students in that program and generally better connections with campus departmental honors programs for all students.

- Creation, fund-raising, and replication of the UTeach program

UTeach is a teacher preparation program for STEM majors, conceived while I was Dean of the College of Natural Sciences at UT Austin, with the goal of attracting strong science and math majors to high school teaching and training them to use the most effective teaching practice. The Figure below shows UTeach replication at 44 universities across the country in partnership with ExxonMobil, Dell, Howard Hughes Medical Institute (HHMI) and the National Math and Science Initiative (NMSI). With colleagues in Education and CMNS. We founded **Terrapin Teachers**, a Maryland replication of the UTeach program, in 2015 with support from HHMI

and NMSI. I was inducted into the American Academy of Arts and Sciences in 2017, in part for my role in developing UTeach nationally.

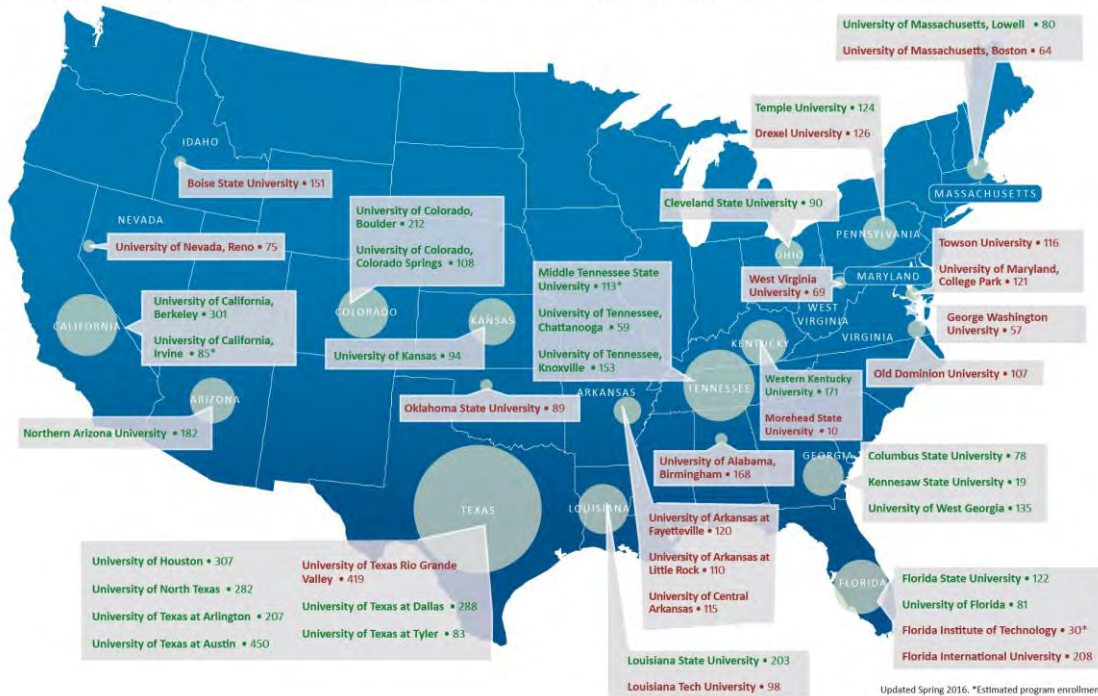
Universities Implementing UTeach

Nationwide enrollment for academic year 2015–2016 (6,280 students)

UTeach Institute, uteach-institute.org

ESTABLISHED PROGRAMS (BEYOND THE INITIAL FOUR-YEAR IMPLEMENTATION PHASE)

DEVELOPING PROGRAMS (CURRENTLY IN THE FOUR-YEAR IMPLEMENTATION PHASE)



- **Leading Major Fund Raising Campaigns and Overseeing the Planning and Construction of Major Building Complexes**

Well-planned learning and research spaces facilitate active learning and engagement of students in research—a hallmark of the Maryland educational experience. As Dean at UT Austin, I oversaw 11 major capital projects but the two most difficult and impactful were:



- The UT Bill and Melinda Gates Computer Science Complex and Dell Computer Science Hall—a complex that houses 60 faculty offices, 40 offices for visitors and technical staff, space for 350 graduate students, and almost 1,860 assignable square meters (20,000 square feet) of flexible research laboratory and teaching space (cost: \$120M), and
- The UT Norman Hackerman Building, a 300,000+ gft² building that replaced a derelict experimental science building, provides space for an integrated and interdisciplinary approach to education, research and development for the College of Natural Sciences, including neuroscience and the Center for Learning and Memory, organic & inorganic chemistry teaching



and research, and health IT learning labs (cost: \$165M).

The many UT projects were excellent preparation for similar building and expansion efforts that I encountered almost immediately upon becoming Provost at UMD.



- The first UMD project added an additional wing to the Edward St. John Learning and Teaching Center, to accommodate general chemistry teaching labs and enable another decades-overdue project—a tear-down/rebuild of the oldest wing of UMD’s chemistry building (cost: \$114M – completion: December 2021).

- The second task was to incorporate a badly needed modern animal care and imaging facility in an additional floor of the new Bioengineering Building. The building contains research and instructional labs, classrooms and offices and includes an added 6th floor designated as a campus vivarium (cost: \$168M – vivarium completion: March 2019).



Similar expansion efforts continue at UMD, including

- The Brendan Iribe Center for Computer Science & Engineering that houses the Department of Computer Science and the University of Maryland Institute for Advanced Computer Studies. It supports the growth of the department teaching and research programs, improves the ability of students and faculty to work together and with industrial and community partners. The Iribe Center contains office, instructional and research space, including state-of-the-art hacker/maker space in which students, faculty, and outside partners share knowledge and ideas via workshops, presentations and lectures (cost: \$138M – Completion: December 2018), and



- A \$176 million project for renovating and expanding Cole Field House (a famous old basketball arena) to include the Terrapin Sports Performance Center, and the Center for Brain Health and Human Performance was initiated in 2015. Substantial financial support was received from Under Armour founder and CEO and UMD alum Kevin Plank. The Sports Performance Center will open April 2021. Completion of the research and clinical complex is scheduled for June 2022.



- **Working with Advisory Councils, Boards of Visitors, and Governance Boards**

Working with committed, successful, creative individuals from the private-sector is something I enjoy and have done very successfully, raising approximately \$800,000,000 in private donations at UT Austin during two capital campaigns. Similarly with governance boards, it is important to build case statements that reflect the values and goals of the board and the University community and enlist the board's support in achieving success.

At UMD I worked with the President, Deans and Vice President for University Relations to support development operations wherever possible. I have been personally involved in the two major gifts for buildings and program support in computer science (\$35M) and public policy (\$30M), major gifts to fine arts and the Smith School of Business (\$20M), Architecture, Planning and Preservation (\$3M), and numerous other major gifts for chairs, scholarships and capital projects currently in progress. I also work with the President and his leadership team in developing case statements, presentations and personal connections with Regents and Trustees to create a sense of shared mission and involvement.

- **Strategic Planning, Administrative Modernization, Budget redesign, and Major Business Software Replacement at UMD**

In early 2015, we began work to revise UMD's foundational, 10-year 2008 strategic plan, entitled Transforming Maryland: Higher Expectations. The result was the 2016 Strategic Plan Update, which is an action-oriented plan that has provided the fundamental benchmarks around which the university proceeds for continued improvement. The Update sets forth a vision of the university as an institution unmatched in its capacity to attract talent; to create knowledge to address the most important issues of our time; and to produce the leaders of tomorrow. It was created following a series of community vision sessions, focus groups, online surveys and open forums and was endorsed by the University Senate on April 7, 2016. See <http://www.provost.umd.edu/sp15/2016StrategicPlanUpdateFinal.pdf>.

Beginning shortly after my arrival at UMD following the update to the University's Strategic Plan, I launched a much-needed multi-year budget re-design project to create consistent and complete budgeting, reliable financial data, improved transparency, and standardized fringe benefit rates. Over the course of 3 years, we allocated over \$20 million from provost office and general funds to the academic colleges to stabilize academic program budgets. Strategic planning led to the establishment of the Administrative Modernization Program (AMP) aimed at improving campus operations, and programs such as TerpEngage (a Salesforce-based software upgrade) to improve student advising and other communications across campus. The long-term mission of the AMP is to maintain a cross-campus view of business activities and provide core support for people, processes and tools to enable continuous improvement and "working smarter," ensuring that resources are being effectively and efficiently leveraged to support UMD's academic mission. In addition to budget revamping and Salesforce installation, AMP has changed purchasing practices, fleet management, and travel support. Space utilization and course scheduling and internship organization are next on the agenda. AMP also led to the very large and recently launched ERP initiative (ELEVATE) that will upgrade our operations software infrastructure to a cloud-based system (Workday) in HR, Finance and Student Services.

- **Recruiting and Retaining Excellent Academic Talent**

Nothing is more important for building excellent programs than high quality faculty and leaders. Investments in strong faculty result in outstanding returns in dollars and program advances.

Outstanding leaders are transformational in generating excellence at every level. I am proud to have played a major personal role in the recruitment of several major leaders at UT Austin and more recently at UMD. Since becoming provost, I have hired extraordinary new deans and research leaders in Public Policy, Agriculture and Natural Resources, Undergraduate Studies, Business, Information Studies, Architecture, Planning and Preservation, Behavioral and Social Studies, Molecular Biology and Biotechnology, Education, Libraries, and Public Health. I launched searches to replace two more deans in 2020-21. In every case these new leaders have been outstanding and several have made major differences in program development, fund-raising, and strategic planning for their units. Hiring great people and helping them be as successful as possible is one of the most rewarding aspects of university administration.

- **Diversity Matters**

A focus on diversity and inclusion has always been a driving interest of mine. Several of the very successful student achievement initiatives that we created at UT Austin were aimed at helping low income and minority students succeed in STEM careers. For example, the TIP program was an enrichment program aimed at helping students from disadvantaged backgrounds become high achievers in their first 1-2 years at UT Austin. With the help of the Cullen Foundation, TIP expanded to include students in Liberal Arts as well as Natural Sciences with added capstone experiences in the junior and senior years. The Freshman Research Initiative was initially also aimed at students entering the Natural Sciences with less than optimal STEM preparation. Intentionally drawing students immediately into research programs led by some of UT's most outstanding scientists, it was extremely successful in stimulating student interest in research, significantly improving graduation rates and GPA's, retention in science majors, continued participation in research and innovation and continuation in postgraduate work in STEM.

At the University of Maryland, the challenge was to increase the number of under-represented minority faculty members at all ranks. I was PI on an extremely successful NSF Advance grant (<https://advance.umd.edu/>) that established a highly effective suite of programs supporting not just women in STEM disciplines but under-represented minority junior faculty in all disciplines. I also established a program to incentivize hiring of minority junior faculty across the campus and a second, more aggressive program aimed at incentivizing targeted senior hires.

- **Working Closely with the University of Maryland, Baltimore, to Establish the MPOWER Partnership**

Since its inauguration in FY 2012, the MPOWER Partnership has produced outstanding research and educational partnerships with rapidly growing benefits. The partnership encompasses fields as diverse as bioscience, engineering, social science, computer and mathematical science, law, public health and agriculture. New joint faculty appointments and collaborations have produced more than 250 proposals to federal agencies and nearly 60 awards with anticipated funding of over \$100 million. More than \$200 million in proposed funding is now in the federal review pipeline in fields ranging from child development to robotics to nanomedicine. With the passing of legislation during the 2016 legislative session, the College Park and Baltimore campuses were officially joined as partners in one university. Thus, the MPower partnership is now legislatively mandated to intensify, with close articulation in academic and research initiatives, more joint appointments, and collaborations.



UNIVERSITY OF MARYLAND
MPOWERING THE STATE

- **Planning and Implementing a New Partnership with the Phillips Collection (TPC)**

The Phillips Collection (TPC) – America’s first museum of modern art and home to one of the most distinguished collections of impressionist, modern and contemporary art in the world – maintains a rich schedule of special and traveling exhibitions, contemporary art commissions, public programs, and new acquisitions. Launched in October 2015, the partnership involves collaboration with existing galleries on campus and includes a University of Maryland Center for Art and Knowledge, physically located at the Phillips Collection Annex in Washington, D.C; collaborative graduate and postdoctoral fellowships; UMD co-hosts a number of events and special traveling exhibitions with TPC.



- **Working with University and City Planners to Implement the “University District 2020 Vision”**

The “University District 2020 Vision” was created in 2012 through the College Park City-University Partnership to establish a shared set of ideas and values for the campus and local residents to improve the quality of life for all who live and work in the community. The collaboration has rapidly begun to revitalize downtown College Park, and the goal of creating a vibrant, walkable, mixed-use hub of activity with new retail, office and housing options is clearly within reach. Development projects already underway include: a public charter school serving grades 6-12 in an innovative and



rigorous blended-learning environment; a four-star hotel on the east side of Baltimore Avenue across from the main entrance to campus; the Purple Line Light Rail, which will traverse the campus and further connect UMD throughout the Washington, D.C. metropolitan area. In 2015, UMD was designated by the Association of Public and Land-grant Universities (APLU) as one of 18 public institutions recognized for its strong commitment to economic engagement in the state and region. Also in 2015, UMD was given the top national award for its economic engagement programs, representing the first BIG Ten institution to win the APLU top ‘connections’ award.

EXTERNAL PANELS AND ADVISORY COMMITTEES AND BOARDS

Board of Directors: Southwest Research Institute 2000--present, Chair of the Board, 2006-2008

Board of Directors National Math and Science Institute 2012 to present

Board of Advisors Educational Advancement Foundation 2012 to 2016

Education Advisory Board, Howard Hughes Medical Institute 2012 to 2019

Education and Human Resources Division, NSF Advisory Committee 2007--2013

Austin Lyric Opera Board 2008-2012

Board of Advisors RRE Solar, 2010

Editorial Board: Journal of Insect Behavior 1992-2002

Governing Board Member: Association for Aerobiological Research 1993-1998

STUDENT SUPERVISION

• Ph.D. Degrees Supervised

- Nathan Jones: Physiological Correlates of Migration in *Melanoplus sanguinipes*. December 2010.
- Kyung-Jin Min: Neuroendocrine Regulation of Migration and Reproduction in the Grasshopper *Melanoplus sanguinipes* Fabricius. December 2003.
- John Kent Jr.: Genetics of Migratory Behavior and Physiology in *Melanoplus sanguinipes*. May 1999.
- Laura Genovise Hansen: Role of Juvenile Hormone Esterase in Overwintering Success of the Boll Weevil, *Anthonomus grandis*. December 1998
- Tina Taub: Hormonal control of Diapause and Migration in the boll weevil, *Anthonomus grandis*. August 1994.
- Juditha Burchsted: Flight-enhanced reproduction in the migratory grasshopper *Melanoplus sanguinipes*. August 1990.
- Huei-Jung Wu: An Analysis of Nest Surface Structure of *Pogonomyrmex barbatus* Smith, the Harvester Ant. May 1987.
- M. Lynne McAnelly: The Role of Migration in the Life History of the Grasshopper, *Melanoplus sanguinipes*. December 1984.
- Darrell Moore: The Honeybee Circadian Clock: Regulation of Foraging and General Locomotor Behavior in *Apis mellifera*. December 1983.
- Tom Schultz: The Ultrastructure, Physiology and Ecology of Epicuticular Interference Reflectors in Tiger Beetles (*Cicindela*). December 1983.
- Susan Rankin: The Physiology of Migration and Reproduction in the Ladybird Beetle, *Hippodamia convergens* Guerin-Meneville. August 1980.

• M.A. Degrees Supervised

- Elaine Bishop: The Effects of Density on Development and Reproduction in Insects. May 1980.
- Yueh-mei Teng: Hormonal Control of Lipid Mobilization During Flight in *Melanoplus sanguinipes*. May 1993.
- Sheryl Schaefer: Physiological Relationships Between Migration and Reproduction in *Melanoplus sanguinipes*. May 1999.

• Postdoctoral Students Supervised

- | | |
|---------------------------------------|----------------------------|
| Tina Taub, 1994-1997 | Zhaorigetu Chen, 2004-2008 |
| Jack Kent, Jr., 1999-2000 | Linden Higgins, 1993- 1998 |
| J.A. Burchsted, 1990-1993 | E.N. Hampton, 1986-1988 |
| Anthony Zera, 1984-1987 | Margaret Saks, 1984-1987 |
| Sema Ergezen, 1985 (Fulbright Fellow) | M. Lynne McAnelly, 1985 |

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1. Rankin, M., Caldwell, R.L., and Dingle, H. (1972) An analysis of a circadian rhythm of oviposition behavior in *Oncopeltus fasciatus*. *J. Exptl. Biol.* 56: 353-359.
2. Caldwell, R.L. and Rankin, M.A. (1972) The effect of a juvenile hormone mimic on flight in the milkweed bug, *Oncopeltus fasciatus*. *Gen. and Comp. Endocrinol.* 19: 601-605.
3. Caldwell, R.L. and Rankin, M.A. (1974) Segregation of flight, feeding and reproductive activities in the milkweed bug, *Oncopeltus fasciatus*. *J. Comp. Physiol.* 88: 383-394.

4. Rankin, M.A. (1974) The hormonal control of flight in the milkweed bug, *Oncopeltus fasciatus*. In *Experimental Analysis of Insect Behavior*. L. Barton Browne (ed.). Springer-Verlag, NY. pp. 317-328.
5. Rankin, M.A. and Riddiford, L.M. (1977) The hormonal control of migratory flight in *Oncopeltus fasciatus*: The effects of the corpus cardiacum, corpus allatum and starvation on migration and reproduction. *Gen. and Com. Endocrinology* 33: 309-321.
6. Rankin, M.A. and Riddiford, L.M. (1978) The significance of hemolymph juvenile hormone titer changes in the timing of migration and reproduction in adult *Oncopeltus fasciatus*. *J. Insect Physiol.* 24: 31-38.
7. Rankin, M.A. (1978) The hormonal control of migration in *Oncopeltus fasciatus*. In *The Evolution of Migration and Diapause in Insects*. H. Dingle (ed.). Springer-Verlag, NY. pp. 5-32.
8. Templeton, A. and M.A. Rankin (1978) Genetic revolutions and control of insect populations. In *The Screwworm Problem: Evolution of Resistance to Biological Control*. R.H. Richardson (ed.) University of Texas Press, Austin. pp. 83-112.
9. Rankin, M.A. and Rankin, S.M. (1979) Physiological aspects of insect migratory behavior. In *Movement of Highly Mobile Insects: Concepts and Methodology in Research*. R. Rabb and G. Kennedy (eds.) University Graphics, North Carolina State University, Raleigh. pp. 35-63.
10. Rankin, M.A. and Jackle, H. (1980) Hormonal control of vitellogenin production in *Oncopeltus fasciatus*. *J. Insect Physiol* 26: 671-684.
11. Rankin, M.A. (1980) Effects of precocene I and II on flight behavior in *Oncopeltus fasciatus*, the migratory milkweed bug. *J. Insect Physiol.* 26: 67-74.
12. Rankin, S.M. and Rankin, M.A. (1980) The hormonal control of migratory flight behavior in the convergent ladybird beetle, *Hippodamia convergens*. *Physiol. Entomol.* 5: 175-182.
13. Rankin, M.A. and Rankin, S.M. (1980) Some factors affecting flight activity of the convergent ladybeetle, *Hippodamia convergens*. *Biol. Bull.* 158: 356-369.
14. Woodard, H.D. and Rankin, M.A. (1980) Effect of precocene II on circadian rhythms of feeding and mating behavior in the milkweed bug, *Oncopeltus fasciatus*. *Experientia* 36: 554-555.
15. Moore, D., Penikas, J., and Rankin, M.A. (1981) Regional specialization for an optomotor response in the honeybee compound eye. *Physiol. Entomol.* 6: 61-69.
16. Rankin, M.A. (1981) Hormonal control of insect behavior. In *Yearbook of Science and Technology*. McGraw-Hill, NY. 3pp.
17. Moore, D. and Rankin, M.A. (1982) Direction sensitive partitioning of the honey bee optomotor system. *Physiol. Entomol.* 7: 25-36.
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HUFFINGTON POST BLOG ENTRIES BY MARY ANN RANKIN

<http://www.huffingtonpost.com/mary-ann-rankin>

1. Adding One Million More for America's Future. Posted: 02/28/2012 | 11:54 AM
2. Is Science a Girl Thing? Posted July 10, 2012 | 2:27 PM
3. Where Are the Science Teachers of Tomorrow? Posted June 12, 2012 | 5:46 PM
4. Adding One Million More for America's Future. Posted February 28, 2012 | 11:54 AM
5. If There's One Thing I've Learned, It Was Taught to Me. Posted February 12, 2012 | 5:09 PM
6. Why America Needs Good Teachers. Posted January 17, 2012 | 11:02
7. How Can We Get the American Dream Back for Our Kids? Posted December 27, 2011 | 8:50 AM
8. Giving Thanks for Service, Hope for Next Generation. Posted November 22, 2011 | 2:02 PM
9. Raise (Don't Lower!) the Bar for Math & Science Education. Posted November 22, 2011 | 2:02 PM | Updated January 15, 2012

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May 7, 2021

Via Email: apsearch@spaexec.com

Alberto Pimentel, Managing Partner
Will Gates, Partner
Sal Venegas Jr., Principal
SP&A Executive Search
6512 Painter Avenue
Whittier, CA 90601

Re: FSU-President

Dear Search Team:

It was a great pleasure to receive Will Gates' May 4, 2021 telephone call, requesting that I submit this letter of interest to complete my application for the position of President of Florida State University (FSU). I am also attaching copies of a comprehensive curriculum vitae, a bullet list of my administrative responsibilities and accomplishments, and a list of five academic references. I would be happy to suggest additional references from non-academic sources such as trustees, regents, donors or legislators if that would be helpful.

The stellar leadership of FSU President John Thrasher will be a "hard act" for anyone to follow. Under his guidance, FSU took many extraordinary steps forward – increasing in national public university rankings, undergraduate graduation rate, first-year student retention and graduate school enrollment, and success in diversity and inclusion programs, just to name a few.

President Thrasher's superb accomplishments, coupled with FSU's extremely attractive location and strong, results-based support from the State of Florida have set the stage for FSU to move into the very highest echelon of research-1 universities in the world. Great expertise and research distinction already exist at FSU, including extraordinary opportunities afforded by the NSF-FSU MagLab and access to the world's most powerful magnets. This is coupled with extraordinary programs and achievement in entrepreneurship, the arts, film production, criminology, information and data science, medicine and the law. There are so many unique opportunities for additional achievement and excellence that the next president of FSU will be afforded one of the most exciting leadership opportunities in the country.

My philosophy for leadership is first and foremost, people. Endeavoring to attract the best people and give them – students, faculty, and staff – the environment, guidance and support necessary for success both within and beyond academia – has proven in each of my leadership positions to be the recipe for success and advancement.

My guiding principles are: honesty, integrity, transparency, and fidelity to core values. Choosing colleagues and partners with similar values and standards, and positioning them for success is essential to establishing those principles throughout an organization. To build trust and a community of shared values, I communicate often and clearly with university leaders and other stakeholders as well as with the broader university community, and strive to create mutually rewarding team relationships focused on specific opportunities and problems. Building trust and mutual commitment to shared goals and values is, I believe, one of the highest priorities for any successful leader. It is important for successful fundraising, strategic planning, change management, program development and job satisfaction – but it is absolutely critical during times of crisis such as the dual pandemics of COVID-19 and racial strife that we face in academia today.

My most successful and rewarding leadership experiences have all involved team-building with highly committed partners, open and collaborative strategic planning and priority setting with the campus, and support from donors and board leaders to make changes. Building major new research programs, for example, requires creating the infrastructure and environment to attract the best people—faculty, students, and staff—to positions in which they know they can succeed and be appreciated. Then, steadfast fulfillment of commitments, continued focus on excellence, and measurable achievement must follow. FSU has all these elements in place, and it is poised to grow its research and scholarship operations.

My qualifications for President of FSU derive from my previous educational leadership experience and success, including more than eight years as Senior Vice President and Provost of the University of Maryland, College Park, Chief Executive Officer and President of the National Math and Science Institute, and nearly 17 years as Dean of the College of Natural Sciences at the University of Texas at Austin. Details of those and other relevant qualifications are outlined in the enclosed curriculum vitae and bullet list of leadership achievements.

I look forward very much to talking with you about this wonderful opportunity, should you decide to consider me further.

Sincerely yours,



Mary Ann Rankin, Ph.D.

Mary Ann Rankin

List of References

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- **Dr. Sheldon Ekland-Olson, former Provost, University of Texas at Austin**
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- **Dr. David Cronrath, Associate Provost, University of Maryland, College Park**
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Mary Ann Rankin

Bullet Point Summary of Key Leadership Accomplishments

- **Senior Vice President and Provost, University of Maryland, College Park**

- Chaired UMD's Flagship 2020 Commission
 - Led the Commission's charge to chart a strategic 5-year (2017-2022) course for excellence in: Education; Research and Scholarship; Strategic Partnership with the University of Maryland, Baltimore; Arts and Humanities; Athletics; Greater College Park; Equity, Diversity and Inclusion; and Administrative Procedures
 - Authored the Commission's Final Report, *Equal to the Best: 2016 Strategic Plan Update for the University of Maryland* (https://www.provost.umd.edu/sites/default/files/inline-files/2016StrategicPlanUpdateFinal_o.pdf)
- Instituted a UMD Budget Re-Design Project to create consistent, university-wide budgeting procedures to ensure equitable, appropriate and transparent uses of university funds
- Instituted a UMD Administrative Modernization Office to oversee projects emerging from the 2020 Commission report and on-going projects for continuous improvement of business/operations practices (<https://amp.umd.edu>)
- Initiated a major multi-year business systems transformation project (called ELEVATE, <https://elevate.umd.edu>) that will involve the modernization of UMD's Enterprise Resource Planning systems, including Finance, Human Capital Management and Student Information Systems. The project will improve business services in all these areas and will move all to a cloud-based *Workday* solution.
- Established the Teaching and Learning Transformation Center (<https://tltc.umd.edu>) to provide faculty with support and training to enhance student learning experiences, including coaching in teaching methodologies for rapidly implementing teaching and learning experiences in response to the COVID-19 pandemic restrictions
- Spearheaded new academic programs for advancing student opportunities
 - Established the First-Year Innovation & Research Experience (FIRE <https://www.fire.umd.edu>) Program, based on the Freshman Research Initiative Rankin originally developed at the University of Texas at Austin, which provides faculty-led and hands-on research projects for over 500 new students per year
 - Founded Terrapin Teachers (<http://www.tt.umd.edu>), a Maryland teachers program based on UTeach – a program Rankin originally developed at UT Austin to address the need for high school teachers having additional STEM education in science and mathematics, and which was specifically recognized by the American Academy of Arts and Sciences (AAAS) during Rankin's 2017 induction into the AAAS
 - Reorganized and restructured UMD's Honors College (<https://www.honors.umd.edu>) into a more effective living and learning program that provides 4,000 students with an academic and residential experience and promotes interdisciplinary learning and functions as an "intellectual community within the larger university" by providing a small university experience in a large, research university environment

- Established undergraduate major and minor degree programs to provide better opportunities for undergraduates to broaden their educational horizons, including the following
 - Minor in Business and Management – currently serving nearly 500 students (<https://www.rhsmith.umd.edu/programs/undergraduate/academic/academic-minors>)
 - Major in Information Sciences – currently serving over 1,100 students (<https://ischool.umd.edu/academics/bachelor-of-science-in-information-science-college-park>)
 - Major in Public Health Sciences – now 1,200 students and growing (<https://sph.umd.edu/department/phs/bs-public-health-science>)
 - Major in Public Policy, providing an exciting option for students drawn to careers in the nation’s capital (<https://spp.umd.edu/your-education/undergraduate/public-policy-major>)
 - Major in Immersive Media Design, a degree developed in collaboration with the Departments of Computer Science and Art directed to prepare students to use virtual reality technology to design and develop transformative content and tools in the fields from art, to games and entertainment, communication and training (<https://imd.umd.edu>)
 - Major in Sports Management, currently under development, to prepare students to serve in management positions in all segments of the sports industry
- Created academic institutes designed to better connect undergraduate education and student creativity with real world opportunities, including
 - Academy of Innovation and Entrepreneurship (<https://innovation.umd.edu>)
 - Run by an experienced and successful entrepreneur to provide students with coaching and training to turn their creative ideas into commercial success
 - UMD was ranked by Entrepreneur Magazine as one of the best colleges for entrepreneurs in 2018 and Princeton Review has listed UMD in the top ten for I & E for three straight years
 - Planned— Academy of Data Science, a program planned to meet the demand for data science instruction for the general university as well as two new undergraduate majors in data science —one is social data science and the other in STEM-based data science
- Established the new Brain and Behavior Institute (<http://bbi.umd.edu>) – a collaboration between seven colleges at UMD, College Park and the University of Maryland School of Medicine to create innovative approaches to solve the most pressing problems of nervous system function and disease
- Reorganized the Office of Faculty Affairs (<https://faculty.umd.edu>) and implemented new programs to expand hiring of minority faculty and increase opportunities for faculty advancement through a better balance between research and innovation contributions, inclusiveness with other faculty and staff and teaching effectiveness

- Led efforts to enhance research and teaching capabilities through design of new construction and renovation of facilities
 - Added a new state-of-the-art animal care facility in the new Bioengineering building (<https://eng.umd.edu/clark-hall>)
 - Led the design of the new Edward St. John Learning and Teaching Center including adding a chemistry wing to the new to accommodate new general and organic teaching labs (<https://esj.umd.edu>)
 - Added a Cole Research Facility to the Cole Fieldhouse Renovation Project to house the new Brain and Behavior Institute
 - Advanced construction of a new Chemistry Building
 - Advanced construction of a new School of Public Policy Building
- Represented UMD in its partnerships with outside academic organizations, including:
 - Big Ten Academic Alliance (<https://www.btaa.org>)
 - MPowering the State –A partnership with the University of Maryland, Baltimore (<https://mpower.maryland.edu/#overview>)
 - Phillips Collection (<https://umd-phillips.umd.edu>)
 - Devos Institute of Arts Management (<http://devosinstitute.umd.edu>)
- Created fundraising programs, including the Maryland Promise Program (<https://promise.umd.edu>) to match and leverage funds from existing programs
- Created several million dollars in endowed chairs and oversaw matching of those endowment funds from the Maryland E-Novate matching fund program (<https://commerce.maryland.gov/fund/maryland-e-nnovation-initiative-fund-meif>)
- **Chief Executive Officer, National Math and Science Initiative (NMSI)**
 - Coordinated merger activities with Laying the Foundation, a pre-AP teacher development program, nearly doubling staff size
 - Expanded the AP pre-college program into Colorado and Indiana
 - Extended UTeach to universities in Maryland, Tennessee and Texas
 - Recruited the Howard Hughes Medical Institute as an additional funder for NMSI educational programs
- **Dean of the College of Natural Sciences, University of Texas at Austin**
 - Created UTeach in 1997 as an innovative way to recruit undergraduate science, technology, engineering, and mathematics (STEM) majors and prepare them to become teachers (<https://uteach.utexas.edu>)
 - Created the Freshman Research Initiative, the nation's largest university undergraduate research program (<https://cns.utexas.edu/fri>)
 - Created the Texas Interdisciplinary Plan, a four-year program that includes both Natural Sciences and Liberal Arts students with degree plans, which has been successful in helping students who graduate from small, rural high schools; have low socio economic status; are first in their family to attend college; or are members of an underrepresented group at the University (<https://cns.utexas.edu/tip-scholars>)
 - Reorganized major academic programs in Biology, Human Ecology, Statistics and Scientific Computation

- Helped build several large interdisciplinary research units that improved UT's national profile in key fields (particularly ICMB, Center for Learning and Memory and the Institute for Neuroscience, Statistics and Scientific Computation)
- Spearheaded construction of 11, new world-class science buildings
- Raised over \$800 million in private funding for academic programs, research centers and academic buildings
- Increased the percentage of women faculty in the College from about 15% in 1994-95 to 29% in 2011
- Increased women faculty salaries during term as Dean to slightly higher on average than those of male faculty
- **Chair of the Department of Biology, University of Texas at Austin**
 - Reorganized the Department to improve the general biology curriculum and better organize the Biology graduate program recruitment and student support
 - Obtained Howard Hughes Medical Institute and National Institutes of Health funding for curriculum improvement
 - Revamped the freshman biology curriculum and requirements and significantly improved the administration and support for the biology graduate program

Peter Bowman Rutledge
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EDUCATION

University of Chicago Law School, 1994-97

J.D. with High Honors

Order of the Coif; Tony Patiño Scholar; Executive Editor, *The University of Chicago Law Review*

University of Aberdeen (Scotland), 1993-94

M. Litt. in Applied Ethics

Rotary International Ambassadorial Scholar

Harvard University, 1988-1992

B.A. *magna cum laude* in Government

ACADEMIC APPOINTMENTS

University of Georgia School of Law

Dean, Jan. 2015-Present

- Completed record-setting capital campaign that raised over \$61 million, including the creation of over 50 new endowed and non-endowed scholarships helping to reduce student indebtedness for seven straight years
- Oversaw rapid expansion of government, foundation and private funding for faculty research, training and clinics
- Overhauled curriculum to offer new compressed dual degrees, on-line courses and an undergraduate minor
- Secured school's ranking as #1 Best Value in Legal Education for an historic three straight years

Associate Dean for Faculty Development, 2013-14

Talmadge Chair, 2012-Present (and Professor of Law, 2011-Present)

Associate Professor of Law, 2008-11

Courses: International Litigation, Civil Procedure, International Arbitration, Appellate Litigation Clinic

Honors: John C. O'Byrne Award for advancing Faculty/Student Relations (2009, 2015)

University of Vienna Law School (Austria)

Fulbright Visiting Professor, 2010-11

Catholic University of America

Associate Professor of Law, 2003-08

Honors: Professor of the Year (2004-2007)

OTHER EMPLOYMENT

Wilmer, Cutler & Pickering, 2001-2003

Drafted briefs, motions and pleadings in Supreme Court and lower court litigation

Freshfields Bruckhaus Deringer (Austria), 1999-2001

Drafted pleadings and advised clients in German and English in ICC and other arbitrations

Supreme Court of the United States, 1998-1999

Law clerk to Associate Justice Clarence Thomas

United States Court of Appeals for the Fourth Circuit, 1997-1998

Law clerk to Chief Judge J. Harvie Wilkinson III

PEER-REVIEW WORK

- Oxford University Press
- Aspen Publishers
- Stanford Law Review
- Modern Law Review
- Peer Reviewed Scholarship Marketplace (PRISM)
- Melbourne Journal of International Law
- Searle Civil Justice Institute
- Social Science and Humanities Research Council of Canada (SSHRC)
- Studies in Law, Politics & Society (Amherst College)

CONGRESSIONAL TESTIMONY

- Senate Judiciary Committee (Dec. 2013)
- Senate Judiciary Committee, Subcomm. on the Constitution: Arbitration Fairness Act (Dec. 2007)
- House Judiciary Committee, Subcomm. on Commercial and Administrative Law: Arbitration Fairness Act (Oct. 2007)

EXPERT EXPERIENCE

- Appointed by the United States Supreme Court to brief and argue as *Amicus Curiae* in successful defense of the judgment below in *Irizarry v. United States*, 553 U.S. 708 (2008)
- Filed over sixty-five briefs, *amicus* briefs and petitions in the Supreme Court of the United States, federal appellate courts and state supreme courts for corporations, industry associations and individuals in areas including international dispute resolution, arbitration and criminal law
- Sole arbitrator in disputes under ICDR and WIPO Rules
- Consulting expert on matters involving international dispute resolution and arbitration

PUBLICATIONS

Books

- Arbitration and the Constitution (Cambridge University Press) (2013)
- International Civil Litigation in United States Courts (4th, 5th & 6th eds.) (Aspen) (with Gary Born)

Book Chapters

- United States Arbitration Law, in *Practitioner's Handbook on International Arbitration* (2d & 3d eds.) (Oxford University Press) (with Rachael Kent and Christian Henel)
- An Empirical Assessment of Arbitration Clauses in Credit Card Agreements, in *Beyond Elite Law: Access to Civil Justice in America* (Cambridge University Press 2016)
- The Proportionality Principles and the (Amount in) Controversy, in *American Illness* (Yale University Press 2013)
- Forum Shopping in International Arbitration: *Forum Non Conveniens* and Lack of Personal Jurisdiction, in *Forum Shopping in the International Arbitration Context* (Seiler 2013)
- Guerilla Tactics at International Courts and Institutions, in *Guerilla Tactics in International Arbitration* (Kluwer 2013)
- Schiedsgerichte in Nordamerika, in *Hamburger Handbuch des Exportwirtschaftsrechts* (1st & 2d eds.) (with I. Hanefeld)
- Zugang zum Hoehstgericht aus Sicht der USA, in *Zugang zum OGH in Zivil- und Strafsachen* (Judicial Conference of the Supreme Court of Austria) (Manz 2012)
- Post-Hague Hangover: Three Predictions About the Future of the Law Governing the Enforcement of Foreign Judgments and Arbitral Awards, in *European Union Issues from a Portuguese Perspective* (2007)
- Looking Ahead: October Term 2006, in *Cato Supreme Court Review* (2006)

Articles in Academic Journals

- *The Testamentary Foundations of Commercial Arbitration*, 30 Ohio St. J. Disp. Res. (2015)
- *Sticky Arbitration Clauses*, 67 Vanderbilt L. Rev. 955 (2014) (with Chris Drahozal)
- *Arbitration, the Law Market and the Law of Lawyering*, Int'l Rev. L. & Econ. (2013) (with Erin O'Hara) (peer-reviewed)
- *Arbitration and Profit*, 2013 B.Y.U. L. Rev. 1 (with Chris Drahozal)
- *With Apologies to Paxton Blair*, 45 N.Y.U. J. Int'l L. & Pol. 1063 (2013) (invited)
- *Arbitration Clauses in Credit Card Agreements: An Empirical Study*, 9 J. Empirical Legal Studies 536 (2012) (peer-reviewed) (with Chris Drahozal)
- *Toward a Functional Approach to the Sovereign Equality of Nations*, 53 Va. J. Int'l L. 181 (2012) (invited)
- *TRIPS and BITS: An Essay on Compulsory Licenses, Expropriation and International Arbitration*, 13 N.C. J. L. & Tech. 149 (2012) (invited)
- *Convergence and Divergence in International Dispute Resolution*, 19 J. Dis. Res. 49 (2012) (invited)
- *Samantar and Executive Power*, 45 Vand. J. Transnat'l L. 885 (2011) (invited)
- *Contract and Procedure*, 94 Marquette L. Rev. 1103 (2011) (with Chris Drahozal)
- *Samantar, Official Immunity and Federal Common Law*, 14 Lewis & Clark L. Rev. 589 (2011) (invited)
- *Arbitration and Kompetenz*, 3 Yearbook of Arbitration and Mediation 217 (2011) (invited and peer-reviewed)
- *Decisional Sequencing*, 62 Alabama L. Rev. 1 (2010)
- *Medellin, Delegation and Conflicts (of Law)*, 17 George Mason L. Rev. 191 (2009)
- *Introduction: The Constitutional Law of International Commercial Arbitration*, 38 Ga. J. Comp. & Int'l L. 1 (2009)
- *Common Ground in the Arbitration Debate*, 1 Yearbook of Arbitration and Mediation 1 (2009) (peer-reviewed)
- *Arbitration Reform: What We Know, What We Need to Know*, 10 Cardozo J. Conflict Res. 579 (2009) (invited)
- *Who Can be Against Fairness*, 9 Cardozo J. Conflict Res. 1201 (2008) (invited)
- *Whither Arbitration?* 6 Georgetown J. L. & Pub. Pol'y 549 (2008)
- *Arbitration and Article III*, 60 Vanderbilt L. Rev. 1189 (2008)
- *Clerks*, 74 U. Chi. L. Rev. 369 (2007)
- *Market Solutions to Market Problems: Re-examining Arbitral Immunity as a Solution to Unfairness in Securities Arbitration*, 26 Pace L. Rev. 113 (2005) (invited)
- *Miranda and Reasonableness*, 32 Am. Crim. L. Rev. 1011 (2005)
- *Apprendi, Blakely and Federalism*, 50 S.D. L. Rev. 427 (2005) (Gunderson Lecture)
- *Toward a Contractual Approach to Arbitral Immunity*, 39 Ga. L. Rev. 151 (2004)

SELECTED WORKSHOPS AND SPEECHES

2015-Present

- The Singapore Mediation Convention – ATLAS
- Opening Remarks to Women’s Leadership Conference – University of Georgia Law School
- A Conversation with Justice Clarence Thomas – 11th Circuit Judicial Conference
- Arbitration and Access to Justice – New York University Law School (moderator)
- The Backlash Against TPP and TTIP – ATLAS Annual Meeting
- The FAA, Preemption and Privatization of Law – National Association of Attorneys General

2009-14

- Sticky Arbitration Terms – Columbia University Law School
- Whither Leviathan – Max Planck Institute (Heidelberg)
- Delay in Civil Proceedings – Supreme Court of Hungary
- General Jurisdiction after *Bauman* – Pepperdine Law School
- Arbitration and the Constitution – American Enterprise Institute (event featuring my book)
- Award Enforcement and the Law Market – New York University Law School
- Sticky Arbitration Terms – University of Florida Law School
- With Apologies to Paxton Blair – New York University Law School
- Arbitration, the Law Market and the Law of Lawyering – George Mason University Law School
- From Custom to Cooperative Federalism – Wayne Law School
- Toward a Functional Approach to the Sovereign Equality of Nations – University of Virginia Law School
- Contract and Choice – Vanderbilt University Law School
- Judicial Assistance in International Arbitration – Vanderbilt University Law School
- Arbitration and Consumer Credit – University of North Carolina Law School
- Arbitration and Consumer Credit – University of California at Davis Law School
- International Civil Litigation – University of California at Davis Law School
- TRIPS and BITS – University of North Carolina Law School
- Arbitration and Consumer Credit – St. Thomas University Law School
- International Litigation: The Last Five Years – New York University Law School
- Foreign Wars – Wayne Law School
- Arbitration and the Constitution – Kansas University Law School
- Convergence in International Dispute Resolution – University of Missouri Law School
- Arbitration and the Constitution – University of Oslo Law School (Norway)
- International Arbitration – University of Ravenna (Italy)
- Judicial Assistance in Int’l Arbitration – University of Stockholm (Sweden)
- The Proportionality Principle and the (Amount in) Controversy – Oxford University Law School
- Arbitration and the Constitution – Lauterpacht Centre for International Law, Cambridge University
- Arbitration and the Constitution – London School of Economics
- *Samantar* and Executive Power – Vanderbilt University Law School
- Comparative Civil Procedure – University of Malta Law School
- Int’l Dispute Resolution – Mediterranean Academy of Diplomatic Studies (Malta)
- Reinvigorating the Proportionality Principle – George Mason University Law School
- Zugang zum OGH aus Sicht der USA – Austrian Supreme Court
- The Vanishing American Lawsuit – United States District Court for the Southern District of Georgia

SELECTED WORKSHOPS AND SPEECHES (cont'd)

2004-2008

- The Arbitration Fairness Act – ABA Section on Dispute Resolution
- The Future of Arbitration in the United States – Jagellonian University (Poland)
- The Arbitration Fairness Act – Cardozo Law School
- The Future of Arbitration – US Chamber Institute for Legal Reform Annual Summit
- Trends in International Dispute Resolution – National Foreign Trade Council
- Delegation and Conflicts (of Law) – DePaul University Law School
- Delegation and Conflicts (of Law) – Pepperdine University Law School
- Delegation and Conflicts (of Law) – University of Georgia Law School
- Arbitration and Article III – Washington University Law School
- Arbitration and Article III – University of Georgia Law School
- Arbitration and Article III – Willamette Law School
- Arbitration and Article III – George Washington University Law School
- Arbitration and Article III – University of Nebraska Law School
- The Role of Clerks at the United States Supreme Court – Law and Society Conference
- *Miranda* after *Dickerson* – Judicial Conference of the Court of Appeals of the Armed Forces
- Market Solutions to Market Problems – Pace Law School
- *Apprendi*, *Blakely* and Federalism – South Dakota Law School

MEDIA APPEARANCES

- Regular appearances in national and local broadcast and print media on topics including the Supreme Court, international dispute resolution and arbitration

LEARNED SOCIETIES AND PROFESSIONAL MEMBERSHIPS

- American Law Institute (2010-present)
- Joseph Henry Lumpkin Inn of Court (2009-Present)
- Thurgood Marshall American Inn of Court (2004-2008)
- Maryland Bar (1999-Present) (inactive)
- District of Columbia Bar (2002-Present)
- Supreme Court Bar (2002-Present)
- United States Courts of Appeals for the Second, Fourth, Seventh, Ninth and Eleventh Circuits

VOLUNTEER WORK

- **Coach**, Athens United Soccer Association (2012-14, 2017-Present)
- **Board Member**, Camp Hooray (2020-Present)
- **Chair**, Annual Fund, St. Joseph's Catholic School (2009-2010)
- **Member**, McCain for President Judicial Advisory Committee (2008)
- **Member**, Alexandria Community Criminal Justice Board, 2004-2006 (Chairman 2005-2006)
- **Treasurer**, Valley Drive Preschool (2005-2007)
- **Volunteer**, Alexandrians Living Ecumenically (2003-2008)

Peter B. Rutledge
215 Morton Avenue
Athens, GA 30605
May 7, 2021

Mr. Bob Sasser
c/o SP & A Executive Search
6512 Painter Avenue
Whittier, CA 90601

Dear Mr. Sasser and Members of the Search Committee:

Honored to be nominated, I apply for the position of President of Florida State University. While my family and I are happy in Athens, this position represents an exceptional opportunity. It demands someone capable of accepting the torch from a successful leader and collaboratively building a vision for an internationally ambitious, state-chartered university. Those demands dovetail with my background, skills and experience as the dean of a flagship state law school that just completed its most successful capital campaign ever, and, for three straight years, has been recognized as the nation's #1 Best Value Law School. This letter outlines my reasons for applying, connects my experiences to the desired characteristics and sketches a vision for FSU.

The overriding opportunity for the next president is to build on President Thrasher's record, including FSU's meteoric rise in the national rankings, while tackling an array of challenges confronting higher education over the next decade – demographic cliffs, shrinking appropriations, tuition inflation and technological disruption, many of which have been catalyzed by the pandemic. In my view, FSU's next president must hold the line on tuition, increase donor support around student success, ignite FSU's tremendous potential for externally supported faculty research and unleash an entrepreneurial culture of bold, data-driven risk-taking where all Seminoles “dare to err.”

You may wonder: “How can a law school dean from the Bulldawg Nation and especially one who didn't attend or teach at FSU be up to the task?”

Here's why: Legal education is the canary in the coal mine of higher education. Following the Great Recession, law school applications collapsed 40% over four years, prompting ferocious tuition discounting among national competitors and forcing schools to make hard strategic choices. Those same forces will confront higher education in the coming decade. My record demonstrates a proven ability *to develop collaboratively* and *to execute successfully* a strategy that not only responds to disruption but also positions an institution to capitalize on the opportunities nested therein.

That strategy? *Be the nation's best return on investment in legal education – with the “return” measured by the job opportunities for which we train our students and the “investment” measured by their debt load at graduation.* To execute it, we effectively froze tuition, cut operating costs, retailored our curriculum, diversified revenue streams, completed a record-setting capital campaign, and benchmarked all progress against carefully chosen metrics.

The results? Over this period, we posted nationally recognized employment and bar-passage outcomes; we lowered aggregate student borrowing by over 33% and more than doubled the percentage of our student body obtaining their legal education without a penny of new debt. We now guarantee financial aid to every veteran and to every incoming first-generation college graduate. Validating this “return on investment strategy,” the nation’s leading prelaw magazine has ranked the Law School the #1 Best Value in Legal Education in the United States for three straight years, the only law school in history to achieve a “three-peat.” In March, the Law School achieved its second-highest U.S. News ranking in history.

How does this “return-on-investment” strategy translate into a vision for FSU?

Here, I proceed circumspectly. Successful strategic vision requires extensive stakeholder consultation and widespread buy-in. New leaders must exercise caution when they arrive from the outside and especially when the outgoing president has done a remarkable job shaping the culture. Some aspects of a professional school vision (like debt strategies) do not neatly translate into the undergraduate context, and some aspects of leading a university (like athletics) pose challenges that deans don’t ordinarily confront. Nonetheless, whether as dean or president, transformational leaders must approach challenges with a similar disposition: confront the brutal facts, listen actively, empathize, collaboratively develop a vision, execute the strategy, communicate transparently, measure results, exude optimism, celebrate wins and learn from mistakes. With those caveats, I sketch a vision for FSU to be developed collaboratively around the following goals:

1. Minimize student debt: Higher-education debt inhibits personal freedom, dampens economic opportunity, and harms the next generation’s ability to realize their full potential, whether by serving their country, curing disease, addressing climate change or becoming entrepreneurs. FSU has done a remarkable job under President Thrasher’s leadership to create a school dedicated to the “value proposition” in higher education. Its national ranking as an “excellent” return on investment should be a point of pride and must remain a competitive advantage.

Building on that advantage, FSU should become a national model for breaking the worrisome inflationary curve of higher-education costs. This begins with continuing to hold the line on tuition increases and, instead, relying on alternative revenue streams (detailed below) to finance new initiatives. The Office of Institutional Research should publish annual trends in student debt and, effectively, challenge institutions around the country to do the same. At the Law School, a shared commitment to reducing student debt became a rallying cry for our stakeholders, including staff, faculty, alumni and students. We annually track and report on year-over-year efforts to reduce aggregate debt, average debt at graduation and the percentage of students not borrowing.

2. Prioritize Students: As part of any return-on-investment strategy, a University must put students first. FSU has built a tremendous record on graduate completion rates, and the creation of 1300 new scholarships was a key point of pride from the Build the Torch Campaign that President Thrasher rightly celebrated in his recent State of the University address.

Building on those successes, the next campaign should make student needs a central priority. Specifically, it should expand its portfolio of student support, including not just scholarships but also assistance for food insecurity, professional attire, student emergencies, technological needs, summer fellowships and graduation completion grants. FSU students should have a seat at the table so we can understand *directly* the most important needs in their lives, needs that the pandemic has accentuated. Once we understand those needs, a catalyst for this student-centered effort could be an ambitious “challenge” fund that provides dollar-for-dollar matches for new student support. At the Law School, we used such a fund to awaken alumni to the indispensable need for their support, doubled the annual fund in a single year, and then leveraged that interest to create a diversified portfolio of student support.

3. Unleash the faculty: Faculty are the lifeblood of an institution. They shape its curriculum; they conduct life-changing research; they transform students’ lives; they play a governance role in major institutional changes. Here, I emphasize two ways to work collaboratively with them as part of the return-on-investment strategy:
 - Externally funded research – As an institution with the Carnegie Foundation’s highest ranking, FSU is poised to be a powerful research enterprise. Some of its unique infrastructure like the National High Magnetic Field Laboratory and the Earth, Ocean and Atmospheric Sciences Building provide a pole position in certain fields. Yet as both the Position Profile and the OIR Fact Book recognize, FSU’s sponsored research expenditures still trail comparable figures for peer and aspirational institutions. To change this, FSU should closely scrutinize where every *internal* dollar of research support is going. It should then analyze the return-on-investment of those dollars – that is, how many external dollars does each internal dollar generate? It should double-down on high-ROI enterprises and be prepared to have hard conversations about less efficient ones. At the same time, research investments should not ossify. Rather, leveraging its entrepreneurial spirit, FSU should build and maintain a research venture fund that invites faculty regularly to submit proposals through a competitive process and invests in the ones that hold the greatest promise for generating new external funding. At the Law School, we used a similar model to create a culture of externally supported activity and built an impressive portfolio of such support for a professional school. These diversified revenue sources allowed us to shift certain expenses to those funding streams and to launch new initiatives without financing them on students’ backs.
 - Curriculum reform – FSU must ensure that its curriculum prepares students for the demands of the twenty-first century employment marketplace. To do so, it is critical to convene listening sessions of stakeholder groups – key employers and key segments of the faculty. FSU must determine where its graduates are obtaining employment and what skills employers envision demanding in the future (for an increasing number of them may not require a college degree at all). Building on its recent experiential learning requirement, the faculty must then be prepared to undertake the hard work to reshape the curriculum. At the Law School, we did something similar – closely examining the employment sectors that were hiring our students, consulting with stakeholders in those sectors, and working collaboratively to reshape the curriculum. The result? We expanded interdisciplinary options,

added new compressed dual degrees (like a three-year JD/MBA), revised some requirements (like writing), added new skills-based courses and created an array of on-line courses and mini-courses. In close partnership with the University, we stretched our curricular reach, offering a slate of undergraduate courses and, just recently, rolling out a new undergraduate minor.

4. Invest in a world-class athletics program: FSU enjoys a rich history in intercollegiate athletics, whether in men's football or women's soccer. Work at an SEC institution has provided a first-hand glimpse into the business and the challenges of intercollegiate athletics, including how successful programs not only engender enormous institutional pride but also can support the bottom-line of the academic enterprise. National success, though, requires a significant investment, and the successful Unconquered Campaign offers the resources necessary to keep FSU competitive. Plans for the Dunlap Athletic Training Center offer an infrastructure enabling FSU to recruit the best student athletes and to be a championship-winning ACC institution. ACC institutions must continue to strive to grow their revenue relative to the SEC counterparts, and all schools must be equipped to address the dizzying array of regulatory puzzles now confronting intercollegiate athletics. These include, among others, the implications of state (and potentially national) name, likeness and image rules, the implications of the imminent decision in the *Alston* litigation and assessing any strategy against Title IX's requirements. My legal training and risk-management skills, coupled with a record of counseling clients and analyzing the implications of industry-shaping Supreme Court litigation, can help FSU realize its lofty ambitions.
5. Honor Veterans: Though not highlighted in the Position Profile, I firmly believe that a singular commitment to veterans should be a priority for FSU's next president. The University already enjoys national recognition as a "Best for Vets" school, and it should lean into that distinct honor. FSU's Veterans Alliance and the "1947" program represent two existing components of its commitment. The next president should build upon that foundation and strengthen its commitment to those who have served their country.

Here's how: First, beyond its commitment as a Yellow Ribbon School, FSU should work to guarantee financial aid to every veteran. Second, FSU should seek integrate its existing veterans' clinics to provide wraparound services addressing their acute medical and legal needs, facilitating their reentry into the workforce and helping them start new businesses. Third, FSU should partner closely with veterans' services organizations and the United States Defense Department to expand its online learning programs, certificate programs and retraining programs for veterans. This represents a singular opportunity to tie the University's already strong commitment to veterans with the technological investments that the pandemic has forced all educational institutions to make. As someone who built Georgia's first in-house legal clinic for veterans and who secured the resources necessary to guarantee financial aid to every incoming veteran, I offer the skills and proven track record to help FSU build on its success as a school for the nation's veterans.

6. Scale Mentorship: In a world of approaching demographic cliffs, schools must draw on their strengths to attract students. Enduring institutions like FSU can tap deep and loyal alumni ranks. Alumni can assist with admissions, mentorship, career internships and, ultimately, job placements. Such mentorship matters in the lives of individual students

and can improve aggregate outcomes. While FSU currently celebrates its Professional mentorship program and various school-level programs, opportunities for integration and scaling abound.

At the Law School, data analytics taught us that connecting prospective students with faculty, alumni and current students improved our yield. We built a mentorship program designed to match each incoming student with a four-person mentorship team, including an alum or professional mentor. Those relationships have had profound effects on the lives of individual students. Awakening the Seminole alumni base to these opportunities, just as we did in the Law School, represents a powerful opportunity to enhance the student experience and to engage a loyal force in the University.

7. Commit to Diversity, Equity, Inclusion and Belonging: FSU rightly demands a president who will prioritize diversity, equity and inclusion as key tenets of leadership, and FSU has taken important steps such as creating the President's Task Force on Antiracism, Equity and Inclusion, growing the ranks of Black doctoral students, earning national recognition for its commitment to LatinX students and maintaining strong relations with the Seminole Tribe. In my view, notions of "Belonging" (described in the Harvard diversity project) represent a key addition to this strategy.

As someone married to a non-citizen and who has studied and worked in foreign countries, those values, including Belonging, matter deeply to me. They have informed my vision for the Law School, and here are some of the ways that my colleagues and I have authentically embraced a shared commitment to them:

- Diverse Leadership: I rotate associate dean appointments to ensure that a diverse array of faculty has leadership experience and voice in governance. During one term, all associate deans were women and launched a Women's Leadership Initiative (Georgia WILL), a yearlong program that culminated in a (now recurring) national conference for current or aspiring female leaders in the legal academy. During another term, the associate and assistant deans were majority-minority and launched a series of fundraising initiatives detailed below.
- Active Student Engagement: Beyond diverse leadership, the senior team and I meet regularly with the Law School's student groups and personally host dinners with affinity groups to stress our institutional commitment. Visits from diverse professionals allow students to interact with graduates sharing their backgrounds and experiences. Signature lectures, awards and board appointments, including the creation of a new "Young Alumni and Alumnae" board, help to celebrate our diversity.
- Intentional Fundraising: One of the most effective ways to promote diversity is through fundraising around scholarships and programmatic innovations. In 2018, we created new scholarship funds directed at underrepresented groups. In 2019, we launched an innovation fund to invest in student-generated ideas around values of diversity, inclusion and belonging in the legal profession. In 2020, we created a scholarship program directed at HBCU graduates and, in partnership with our School of Public and International Affairs, an annual lecture focused on these issues.

8. Remember the PSO Mission: Much of this letter (not to mention FSU's strategy) has focused on growing its national and international preeminence. At the same time, the university cannot lose sight of its historic mission as a state-chartered institution, one accentuated by its location in the State's capital. That location represents a tremendous comparative advantage. It provides a natural platform for experiential learning for undergraduate, graduate and professional students. It facilitates partnerships with the State to address its grand challenges, whether economic or environmental. The newly created Institute of Politics positions FSU to serve as a forum for nonpartisan dialogue on pressing issues. Finally, its location ensures that FSU remains an incubator of leaders, whether in government (able to serve their State due to FSU's affordable education) or in business (inspired to contribute to the State's economic engine through their training at the Jim Moran School of Entrepreneurship).

Service as dean at a flagship law school has taught me the importance of balancing national ambition with a statewide mission. We struck that balance in various ways. First, the portfolio of scholarships in our capital campaign included ones targeted at students who had a demonstrated connection with or intent to return to different regions of the State; this helped us to produce leadership capacity for communities throughout Georgia. Second, through public/private partnerships, we expanded our legal clinics, including a Veterans Clinic, a child sexual abuse clinic, and a First Amendment Clinic – all geared toward addressing unmet legal needs of Georgia's citizens. More recently, partnerships with several foundations have allowed us to expand the services offered by these clinics to legally underserved regions of the State. Third, we built programs that brought state leaders to the law school such as judges through Jurist-in-Residence programs. Those programs exposed students to role models for whom they might work in semester-long externships or post-graduate employment in Georgia. Lessons from this model can help FSU maintain that equilibrium between its national ambitions and its duties as a state-chartered institution.

9. Rankings Matter: This letter might easily have opened with a discussion of rankings but closes on it instead to emphasize their importance to FSU's future. As noted at the outset, one of President Thrasher's signature accomplishments has been to oversee FSU's meteoric and historic ascent in the national rankings. Heralding that achievement, his most recent State of the University Address observes that "a Top 15 ranking is in our sights, and the Top 10 is a long-range goal." I endorse that lofty ambition.

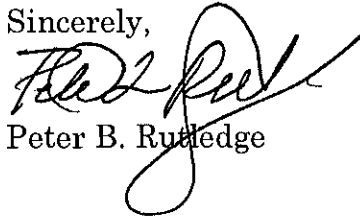
Reaching the next level will not be easy, but FSU is exceptionally well positioned to accomplish that goal, especially in close partnership with the Florida Legislature. The Florida Preeminence program is critical, for it aligns the university's financial incentives with an array of metrics that inform the rankings. Moreover, the next president will arrive at an institution infused with a data-driven culture and already attuned to the rankings. What it needs, then, is a leader who understands the rankings' nuances, articulates the tradeoffs, make strategic bets and engages in the national debate.

I have been that leader at the Law School. We prioritized some rankings-sensitive outcomes like jobs and bar passage while taking the Hippocratic Oath on others that were not true to our organizational values as a “return on investment” school (like the corrupting “expenditures per student” variable). Meanwhile, we sparked a national dialogue on embedding measures of student debt into the law school rankings, a moral imperative in my view.

FSU faces a similar set of strategic choices. Rankings can supply a healthy benchmark of institutional performance (on matters like outcomes) and fuel a “virtuous cycle” where a nationally ranked institution attracts out-of-state students and investment (results that benefit both the university and the State). At the same time, FSU must not sacrifice its soul, including its moral commitment as a “value” institution, at a magazine’s altar. My track record navigating (and shaping) the obstacle course of law school rankings has prepared me to accept the lofty challenge set forth in President Thrasher’s most recent State of the University address.

Hopefully, this letter and the accompanying materials offer some insight into how my experiences align with the characteristics sought in your next president. I look forward to an opportunity for further conversation. Thank you, in advance, for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read "Peter B. Rutledge". The signature is fluid and cursive, with a large loop at the end.

Peter B. Rutledge

REFERENCES FOR DEAN PETER B. RUTLEDGE

President Jere W. Morehead
University of Georgia
Office of the President
Administration Building
220 S. Jackson Street
Athens, GA 30602
(706) 542-0054

President Pamela S. Whitten*
Kennesaw State University
Office of the President
585 Cobb Avenue NW
Kennesaw, GA 30144
(470) 578-6033
* Dr. Whitten previously served as
Provost at the University of Georgia
and is the incoming President of Indiana
University (Bloomington)

Chancellor Kent D. Syverud*
Syracuse University
Crouse-Hinds Hall, Suite 600
900 South Crouse Avenue
Syracuse, New York 13244-2130
(315) 443-1870

Professor Mehrsa Baradaran*
University of California at Irvine Law School
401 East Peltason Drive
Law 4800S
Irvine, CA 92697-8000
(949) 824-0082

* Chancellor Syverud also serves as the
chair of the Board of Directors of the
Atlantic Coast Conference

* Professor Baradaran previously served
as the Associate Dean of Strategic Initiatives
at the University of Georgia School of Law
where she helped run the portfolio on
diversity and inclusion

CURRICULUM VITAE

JAMES A. WEYHENMEYER

Contact Information:

Office of the Vice President for Research & Economic Development
Auburn University
202 Samford Hall / 182 South College Street
Auburn, Alabama 36849
(404) 851-7244 / weyhen@gmail.com

Academic Background:

BA, Biology, Knox College, Galesburg, IL
PhD, Cell Biology/Immunology, Indiana University, Bloomington, IN
Postdoctoral Fellow, Physiology & Neuroscience, University of Iowa College of Medicine, Iowa City, IA

Senior Leadership/Administrative Positions:

While my leadership/administrative positions have largely focused on growing and managing university-based research and related programs, I have also led the broader visioning and implementation of strategic agendas to position the university for success and sustainability in a rapidly changing higher education environment. A major theme has been collaboration, both internal and external to the university, with an increasing focus on problem-solving outcomes that will have societal benefit. Initiatives have included the defining and building of collaborative research and learning environments, developing and implementing public-private partnerships, building relationships with external partners at the state, national and international levels, and participating in capital and philanthropic development campaigns to support the university's mission.

2020 - **President, Auburn University Research & Technology Foundation**

- *Established a strategic plan for redefining and increasing the opportunity to further facilitate the transition of innovation to market as well as expand current and build new public/private partnerships.*
- *Positioned the university to move to the next level in research and scholarship by increasing student access to educational/entrepreneurial programs (established in academic units on the campus) that focus on innovation and creativity, as well as expanding faculty opportunities to impact society with creative approaches/solutions to challenging problems.*

- 2020 - **Member, Board of Trustees/Executive Committee/Development & Relations Committee Chair, Southeastern Universities Research Association (SURA)**
- *Providing vision and leadership that supports SURA's mission to build relationships and programs around collaborative research and education. A major part of the SURA agenda has involved the joint venture ((Jefferson Science Associates (JSA)) between SURA and Pacific Architects and Engineers (PAE) that serves as the contractor for the DOE's Jefferson Lab in VA. My role within SURA has been to not only support the above contractor commitment, but to further establish ongoing and potential opportunities related to the association's areas of interest, including costal-ocean research and space science.*
- 2019 - **Vice President for Research and Economic Development, Auburn University**
- *Engaged the university community in a strategic research/scholarship planning exercise that focused on areas of existing and emerging strengths. The four areas identified are: health and health disparities; intelligent systems (e.g. AI/machine learning, additive manufacturing, autonomous vehicles); cyber and homeland security; and resiliency (e.g., societies, environment, infrastructure)). The strategic plan emphasizes "problem-solving" approaches that leverage interdisciplinary/team-based projects using both STEM and non-STEM disciplines. Key performance indicators include but are not limited to research and/or scholarship awards and impact metrics.*
 - *Identified and now implementing the infrastructure upgrades to support and facilitate the preparation, processing and managing of grants and contracts at the university. Auburn has seen year-over-year double digit growth around two-key metrics (sponsored awards and research expenditures) during FY19 and FY20.*
- 2019 - 2020 **Vice President Auburn University Research and Technology Foundation** (see above)
- 2011 - 2019 **Vice President for Research and Economic Development, Georgia State University**
- *Established university research centers (with research areas of focus ranging from molecular and translational medicine to nano-optics/photonics) and institutes to build interdisciplinary/cross-disciplinary research clusters addressing "major societal challenges".*
 - *Visioned and implemented a strategic framework for rapidly increasing the university's sponsored research award levels by, at least in part, increasing its ability to compete for large, multi-investigator/interdisciplinary projects (e.g., NIH, DoD, DoE, DoED, and NSF program initiatives). During the first six years of my tenure, the university achieved a three-fold increase in sponsored awards and research expenditures.*
 - *Positioned the university to be recognized as a "top 10" research university for its year-over-year growth in NIH funding, which was accomplished in the absence of having a medical school.*

- *Defined and implemented new technology-based platforms to reduce administrative burden and increase the productive of faculty and staff by transitioning from a largely paper environment to a largely digital environment.*
- *Restructured the university's technology transfer and commercialization programs to build the IP licensing pipeline as well as the professional and capital networks for new business formation.*
- *Restructured the university's IT environment by hiring its first chief innovation officer—modeled after industry's chief digital/innovation officer – with responsibility for identifying and implementing technology-based solutions to increase productivity and efficiency across all functions at the university.*

2011 - 2019 President, Science Park, LLC

- *Provided programmatic design and management oversight for expansion of the university's science complex (primarily new construction) to house university research centers and institutes (degree-granting) that supported interdisciplinary programs and team science. During my last six years we launched Phase I (Petit Science Center), programmed and launched the Phase II (Research Science Center) and programmed the Phase III (Infectious Disease Research Center) buildings in the Science Park. LLC. The aggressive build schedule was essential to the increased research metrics described above.*

2011 - 2019 Institutional Officer (CDC Security Clearance for Tier-1/Select Agents), Georgia State University

- *Provided programmatic design and management oversight for the only university-based BSL-4 facility (certified for Tier 1 select agents research) in the southeast region and one of two in the country with the capacity to carryout select agent studies in both cultured cells and animals (for drug and vaccine development).*

2011 - 2019 President and Board Chair, Georgia State University Research Foundation

- *Provided management oversight for the university's grant and contract pre- and post- award portfolio.*
- *Provided management oversight for the university's patent portfolio and commercialization strategies.*
- *Provided fiduciary oversight and participated in defining investment strategies for the GSU Research Foundation.*

2010 - 2011 Managing Director, Technology Accelerator Fund, State University of New York

- *Established the university's first early-stage fund to support the development of translatable IP and the launch of technology-based companies with the potential to become platform industries.*

2009 – 2010 Member (SUNY), Board of Directors, Brookhaven National Laboratory

- *Provided visioning on the lab's strategic agenda, and in particular, areas related to Brookhaven's growing strengths in photon sciences, sustainable*

energy, climate, environment, and biosciences.

2008 - 2011 Senior Vice Provost for Research and Economic Development, State University of New York

- *Created new opportunities to increase research metrics through collaborative projects across the SUNY system, including REACH (Research Excellence in Academic Health), a collaborative program among the university's four academic health centers addressing biomedical/translational health challenges with local, national and/or global implications, resulting in increased multi-disciplinary awards that leveraged the research and teaching (clinical) expertise across the academic health centers, and contributing to a significant increase in research expenditure levels (\$900 million to \$1.3 billion).*

2008 - 2011 Senior Vice President for Research, SUNY Research Foundation (see above)

2007 - 2008 Vice President, Technology and Economic Development, University of Illinois

- *Provided early visioning and implementation of strategies to expand the university's capacity to translate innovations to market.*
- *Launched an early-stage private equity/venture capital fund that focused its investments on largely technology-based, disruptive opportunities.*

**2007 – 2008 Member (UI), Board of Directors, Fermi National Accelerator Laboratory
Member (UI), Board of Directors, Argonne National Laboratory**

- *Provided strategic input for five- and ten-year strategic planning exercises at both Fermilab and Argonne National Laboratory.*

2003 - 2008 Associate Vice President, Technology and Economic Development, University of Illinois

- *Provided collaborative visioning and engagement for more than \$500 million in new building and associated infrastructure on the UIUC and UIC campuses to position them for continued growth in research and education.*

2000 - 2003 Associate Vice President, Economic Development and Corporate Relations, University of Illinois

- *Provided collaborative visioning and implementation for infrastructure (UI Research Park) and business development resources essential to the university's expanded footprint in translating its innovation and intellectual property to market.*

2000 - 2008 Founding Managing Director, CEO and Director, IllinoisVentures LLC

- *Visioned and subsequently implemented a strategy to translate university-based innovations to market by launching startups to increase value of the licensed intellectual property through its further development.*
- *Launched IllinoisVentures, LLC, an early-stage venture capital firm that focused its capital investments on technology- and life science-based opportunities, providing a direct pipeline to the capital and business*

*development resources needed to support new company formation.
Its initial fund invested in 23 early-stage, technology- based companies.*

1999 - 2000 Associate Vice President, Academic Affairs, University of Illinois

- *Provided the Vice President for Academic Affairs with early visioning to grow the research and entrepreneurial environments across the university community.*

Academic Positions:

- 2019 - Professor (*tenured*), Physiology & Pharmacology, College of Veterinary Medicine, Auburn University
- 2019 - Professor (*adjunct*), Chemical Engineering, Samuel Ginn College of Engineering, Auburn University
- 2019 - Professor (*adjunct*), Biological Sciences, College of Sciences and Mathematics, Auburn University
- 2011 - 2019 Professor (*tenured*), Neuroscience & Biology, Georgia State University
- 2009 - 2011 Professor (*tenured*), Biological Sciences, University at Albany, State University of New York
- 2009 - 2011 Member, Institute for RNA Science & Technology (IRNAST), University at Albany, State University of New York
- 2008 - 2011 Professor (*adjunct*), Pathology, University of Illinois College of Medicine at Urbana-Champaign College of Medicine
- 2006 - 2008 Member, Bio/Business/Economics/Law (*BioBEL*), Institute for Genomic Biology, University of Illinois at Urbana-Champaign
- 2005 - 2008 Professor (*tenured*), Cell/Development Biology & Neuroscience, University of Illinois at Urbana-Champaign
- 1997 - 1998 Fellow, Office of the Vice President for Academic Affairs, University of Illinois (System Office)
- 1996 - 2008 Professor (*tenured*), Cell/Developmental Biology & Neuroscience, University of Illinois at Urbana-Champaign
- 1996 - 2008 Professor (*adjunct*), University of Illinois at Urbana-Champaign & Chicago
- 1985 - 1996 Associate Professor (*tenured*), Cell/Structural Biology & Neuroscience, University of Illinois at Urbana-Champaign
- 1979 - 1985 Assistant Professor (*tenure-track*), Basic Sciences & Neuroscience, University of Illinois at Urbana-Champaign and Chicago
- 1978 - 1979 Pharmaceutical Manufacturers Association Postdoctoral Fellowship, Physiology & Biophysics, University of Iowa College of Medicine
- 1977 - 1978 NIH Postdoctoral Fellowship, Physiology & Biophysics, University of Iowa College of Medicine

Private Sector Experience:

- 2006 - 2007 Chief Operating Officer, Nanodisc LLC (*Drug delivery*)
- 2005 - 2008 Chief Science/Technology Officer, Transplan LLC (*Extending shelf-life of ex vivo organs (heart)*)
- 2005 - 2008 Founding Member & Treasurer, Midwest Research University Network LLC

- 2005 - Consultant/Scientific Advisory Board, Medingen Group LLC (*Venture investment due diligence*)
- 2003 - 2008 Executive Director, East Central Illinois Technology Enterprise LLC (*Pre-venture /private equity investments*)
- 2003 – 2008 Director, IllinoisVentures LLC (*Early-stage venture investments*)
- 2001 – 2002 Chief Executive Officer IllinoisVentures LLC (*Early-stage venture investments*)
- 2000 – 2002 Founding Managing Director, IllinoisVentures LLC (*Early-stage venture investments*)
- 1996 – 2000 Consultant/Scientific Advisory Board, GeneQuest LLC (*Nutraceuticals*)

Honors & Awards:

- 2019 Morgan Stark Memorial Award, American Heart Association Investment & Business Operations
- 2018 Biotechnology Industry Growth Award, GA BIO
- 2016 Bugher Foundation Innovation Award, American Heart Association
- 2012 Meritorious Achievement Award, American Heart Association
- 2007 Foreign Member, Royal Swedish Academy of Engineering Sciences
- 2004 Meritorious Achievement Award for Research, American Heart Association
- 2003 Leadership Award, American Heart Association
- 1996 Heart Torch Research Award, American Heart Association
- 1984 American Men and Women of Science
- 1983 Who's Who in Frontier Science and Technology
- 1982 Raymond B. Allen Award for Teaching Excellence (Basic Medical Sciences) University of Illinois at Champaign-Urbana
- 1978 Pharmaceutical Manufacturers Association Fellowship
- 1977 National Institutes of Health/National Institute for Neurological and Communicative Disorders and Stroke Fellowship, University of Iowa College of Medicine

Professional Affiliations:

- 2019 - Member, Biotechnology Innovation Organization
- 2017 - Member, GA Intellectual Property Alliance (GIPA)
- 2016 - Member, American Council on Education
- 2016 - Member, US Council on Competitiveness, Technology Leadership & Strategy Initiative
- 2016 - Member, Health Connect South Board of Directors
- 2015 - Member, Research America Organization
- 2015 - Member, ATL Technology Leadership Council
- 2014 - Member, Council on Governmental Relations
- 2014 - Member, Metro Atlanta Innovation Advisory Group
- 2012 - Member, State Science and Technology Institute
- 2012 - Member, Council on Research, Association of Public and Land Grant Universities
- 2008 - Member, University-Industry Demonstration Partnerships
- 2008 - Member, GA Biotechnology Industry Organization

- 2007 - Member, Royal Swedish Academy Engineering Sciences
- 2007 - Member, Licensing Executives Society
- 2007 - 2009 Member, National Association of Seed and Venture Funds
- 2006 - Member, Biotechnology Industry Organization
- 2001 - 2009 Member, Illinois Venture Capital Association
- 2001 - 2009 Member, National Venture Capital Association
- 2000 - Member, American Heart Association Stroke Council
- 2000 - Member, American Heart Associate Cardiology Council
- 2000 - Member, Association of University Technology Managers
- 2000 - Member, International Biotechnology Industry Organization
- 2000 - Member, IL Biotechnology Industry Organization
- 1990 - Member, International Brain Research Organization
- 1990 - Member, American Society for Cell Biology
- 1985 - 1990 Member, American Chemical Society
- 1979 - Member, American Association for the Advancement of Science
- 1970 - Member, Society for Neuroscience

Professional Activities (current and immediate past):

- 2021 - Chair, Oversight Advisory Board, American Heart Association/Bugher Foundation Centers of Excellence in Hemorrhagic Stroke
- 2020 - Chair, Oversight Advisory Board, American Heart Association Centers of Excellence in Health Technologies Innovation
- 2020 - Alabama Innovation Commission – Finance and Infrastructure/Education and Corporate
- 2020 - Member, Council on Competitiveness - National Commission on Developing and Deploying at Scale Disruptive Technology, Washington DC
- 2020 - Member, Executive Committee, Southeastern Universities Research Association
- 2019 - Chair, Washington State University Research Advisory Committee, Pullman WA
- 2019 - Member, *Société Académique*, Birmingham AL
- 2019 - Member, National Center for Asphalt Technology, Auburn University
- 2019 - 2020 Member, Research Advisory Board, Auburn Research and Economic Advisory Board
- 2019 - Member, Center for Clinical/Translational Science, University of Alabama Birmingham
- 2019 - 2020 Member, Advisory Board of the Economic Development Partnership of Alabama
- 2019 - Chair, University Research Committee, Auburn University
- 2019 - Member, Faculty Research Committee, Auburn University
- 2017 - 2019 Member IoT.ATL Committee, Metro Atlanta Chamber, Atlanta GA
- 2017 - 2020 Member Board of Directors, AHA Greater Southeast Affiliate
- 2017 - 2019 Member, Review Panel American Heart Association Merit Award Committee
- 2016 - Member, Advisory Board, Institute for Genomic Biology, University of Illinois
- 2016 - Member, Georgia Chamber of Commerce Innovation & Technology Committee

2016 - Member, IP Capital Committee Metro Atlanta Public Private Initiative

2016 - Member, International Committee, American Heart Association

2016 - Member, Board of Directors, Health Connect South

2016 - Member, Bioscience Committee, Metro Atlanta Chamber

2016 - Immediate Past Chair, Board of Directors, AHA Greater Southeast Affiliate

2015 - Member, Oak Ridge Associated Universities (ORAU)

2015 - Co-Chair, Project Committee, University Industry Demonstration Partnership

2015 - 2016 Chair, AHA Board of Directors, Greater Southeast Affiliate

2015 - 2016 Member, Executive Committee, Council on Research, APLU

2015 - 2016 Chair, Advisory Board, Institute for Genomic Biology, University of Illinois

2014 - Member, Advisory Board, Health Connect South

2014 - 2017 Member, Innovation Index Task Force, Metro Atlanta Chamber

2014 - Member, Commission on Innovation, Competitiveness, and Economic Prosperity, APLU

2014 - Member, Review Panel, EPSCoR/NSF, South Carolina

2014 - Chair-Elect, Board of Directors, AHA/Greater Southeast Affiliate

2013 - 2015 Member, Executive Committee, Council on Research Policy and Graduate Education, APLU

2013 - Member, Technology Leadership and Strategy Initiative, Council on Competitiveness

2013 - 2014 Chair, Clinical Research in Georgia Conference, Metro Atlanta Chamber

2013 - Member, Strategically Focused Research Network, American Heart Association

2013 - 2014 Chair, Business Operations Committee, American Heart Association, Greater Southeast Affiliate

2013 Co-Chair, Review Panel, AHA/ASA Bugher Centers of Excellence for Stroke Research

2013 - Member, Illinois Chamber of Commerce Foundation Board

2012 - Member, Advisory Board, Institute for Genomic Biology, University of Illinois

2012 - Member, Advisory Board, Veterans Administration CVNR Center of Excellence

2011 - Chair, Ideas to Innovation Initiative, University-Industry Demonstration Partnership

2011 - Member, Technology Leadership Council, Metro Atlanta Chamber

2011 - Member, Bioscience-Health IT Leadership Council, Metro Atlanta Chamber

2011 - Chair, Scientific Research Network, Georgia BIO

2011 - Member, Board of Directors, Georgia BIO (Biotechnology Industry Organization)

2011 - Member, Board of Directors, SURA (Southern Universities Research Association)

2011 - 2013 Chair, Board of Directors, Association for the Accreditation of Human Research & Protection Programs

2011 - 2013 Chair, Science & Technology Accelerator Program, American Heart Association

2011 - 2013 Member, Board of Directors, American Heart Association, Greater Southeast Affiliate

2010 - 2011 President-Elect, American Heart Association Founders (Northeast) Affiliate

2010 - 2011 Advisor, Triton Ventures LLC

2010 - 2011 Member, Board of Governors, New York Sea Grant Institute

2010 - 2013 Member, CEO Innovation Think Tank, American Heart Association

2010 - 2012 Chair, Vision for Volunteerism, American Heart Association

2009 - 2010 Member, Board of Directors, Brookhaven National Lab

2009 - 2011 Chair, Board of Directors, Buffalo 2020 Development Corporation

2009 - 2011 Member, Board of Directors, Downstate Medical Center Inc.

2009 - 2011 Member, Board of Directors, Downstate Medical Center BioBAT Inc.

2009 - 2011 Vice Chair, Board of Directors, Association for the Accreditation of Human Research & Protection Programs

2008 - 2011 Member, Board of Directors, Broad Hollow Bioscience Park Inc.

2008 - 2011 Member, Board of Directors, Calspan-University of Buffalo Research Center

2008 - 2011 Member, Board of Directors, New York State Structural Biology Center

2008 - 2011 Member, Board of Directors, Central New York Biotechnology Research Center

2008 - 2011 Liaison, Board of Trustees University Research Committee, State University of New York

2007 - Chair, Oversight Advisory Committee, American Stroke Association/Bugher Foundation

2007 - 2008 Member, Board of Directors, Argonne National Laboratory

2007 - 2008 Member, Board of Directors, Fermi National Laboratory

2007 - 2008 Member, Illinois Technology Development Review Board

2007 - 2014 Member, Executive Committee, Association for the Accreditation of Human Research & Protection Programs

2006 - 2008 Member, Scientific Advisory Board, Nanodisc LLC

2006 - 2008 Member, Technology Strategy Task Force, Illinois Department of Commerce & Economic Opportunity

2006 - 2008 Member, Corporate Operations Committee, American Heart Association

2006 - 2008 Chair, National Budget Review Committee, American Heart Association

2005 - Member, Scientific Advisory Board, Medingen Inc.

2005 - 2008 Member, Scientific Advisory Board, Transplan LLC

2005 - 2008 Member, Advisory Board, TechConnect

2005 - 2008 Member, Federal Reserve (Chicago) Technology Commercialization Task Force

2002 - 2003 Chair, National Research Committee, American Heart Association

2002 - 2008 Member, Chicago Technology Forum

2001 - 2003 Member, Chicago Venture Capital Forum

2001 - 2003 President, American Heart Association Midwest Affiliate

2001 - 2002 Chair, Research, Policy and Evaluation Committee, American Heart Association

2001 - 2003 Member, Board of Directors, American Heart Association
2001 - 2001 Member, Strategic Leadership Group, American Heart Association
2001 - 2003 Member, Science Advisory Council, American Heart Association
2000 - 2006 Member, Board of Directors, Illinois Chamber of Commerce
2000 - 2001 Member, Board of Managers, Illinois Ventures LLC

University Service (current):

2020 - Co-Chair, Cybersecurity Maturity Model Certification (CMMC/CUI), Auburn University
2020 - Member, Telehealth Network Committee, Auburn University/University of Alabama Birmingham
2020 - Member, Academic Security and Counter Exploitation Program, Auburn University/Texas A&M University
2019 - Member, President's Cabinet, Auburn University
2019 - Member, Provost's Council, Auburn University
2019 - Member, Provost's Promotion and Tenure Committee, Auburn University
2019 - Member, Research & Economic Development Advisory Board, Auburn University
2019 - Chair, University Research Committee, Auburn University
2019 - Member, Faculty Research Committee, Auburn University
2019 - 2020 Member, University Faculty Senate, Auburn University
2019 - Member, SEC Chief Research Officers
2019 - Member, Graduate College Committee, Auburn University
2019 - Member, National Center for Asphalt Technology
2019 - Member, Advisory Board for RFID Technologies, Auburn University
2019 - Member, University Budget and Space Management Committee, Auburn University

Invited Presentations and Colloquia:

2021 Academic Analytics, *A New World: Cybersecurity Maturity Model Certification (Virtual)*
2021 Alabama Innovation Commission/Hoover Institute, *Role of the Research University in Economic Growth and Development*
2020 Auburn University Symposium, *The Scaling of a Research University (Auburn AL)*
2019 Auburn University College of Engineering, *The Transition to Team-Based Approach in a Problem-Solving World (Auburn AL)*
2019 Auburn University Board of Trustees, *A Strategic Research Vision for Auburn University (Auburn AL)*
2019 *Société Académique, The Changing Role of Research and Scholarship in Today's Academe (Birmingham AL)*
2019 Health Connect South, *Collaborative Partnerships: The Future is Now (Atlanta)*
2017 Kelun Pharmaceuticals, *Next General Chemotherapeutics for Blood Cancers (Chengdu China)*
2016 Research Leaders Academy, *Building the Next Generation of Research Scholars*

- (San Antonio TX)
- 2016 Research Solutions Symposium Keynote (*Atlanta*)
- 2015 University System of Georgia, *Board of Regents, Models of Innovation and Economic Impact (Atlanta)*
- 2015 University of Macau, *International Strategic Partnerships (Macau China)*
- 2014 International Society for Research on Aggression, Keynote, Jimmy Carter Library (*Atlanta*)
- 2013 AAHRPP Annual Meeting Keynote: *State of Human Research Accreditation (Washington DC)*
- 2012 Georgia BIO Annual Meeting, Life Science Investment Strategies (*Atlanta*)
- 2011 Center for Economic Growth, *Early-Stage Investing in Emerging Technology (Albany NY)*
- 2010 Swedish Royal Academy Technology Forum, *High Performance Computing (Stockholm)*
- 2010 NY Academy of Sciences, *University-Industry Partnerships (New York NY)*
- 2010 American Heart Association, *The New Role for Volunteerism (Dallas TX)*
- 2010 Stony Brook University, *Role of Research and Innovation in the Academe (Stony Brook NY)*
- 2009 Upstate Medical University, *The Changing Impact of University Research (Syracuse NY)*
- 2009 IBM, *Nanoscale Technologies to Address Physical and Biological Problems (Zurich)*
- 2009 UAS7, *The Changing Approaches to Research in Renewable Energies (Munich)*
- 2009 University of Buffalo SUNY, *The Future of Human Research Protection Programs (Buffalo NY)*
- 2009 University of Albany SUNY, *Emerging Opportunities in the Brain Sciences (Albany NY)*
- 2008 Royal Swedish Academy of Engineering Sciences, Opening Session Keynote (*Stockholm*)
- 2008 Long Island Life Sciences Summit, *Keynote: The Role of the Modern Research University, Long Island NY*
- 2007 University of Illinois, *Big Science: Impact of the National Center for Supercomputing Applications (Champaign IL)*
- 2007 Swedish Royal Academy Technology Forum, Global Trends in STEM Education and Research (*Stockholm*)
- 2006 International Biotechnology Industry Organization, *Welcome to the World of the "Omics" (Chicago IL)*
- 2006 Association of University Technology Managers, *New Investment Strategies for Transitioning Innovation to Market (Dallas TX)*
- 2006 Bio Finance, *Investment Trends in the Life Sciences (Toronto)*
- 2006 IESBFA Conference, *Accelerating Business Growth in Chicago: The Role of the University of Illinois (Chicago IL)*
- 2005 National Conference Governors Association Renewable Fuels Forum, *Transitioning Energy Sources (Chicago IL)*
- 2005 Union League Club, *Keynote: The Impact of Infrastructure on Economic Development (Chicago IL)*

2005 International Business Forum, *Addressing the National Funding Gap*
2005 International Biotechnology Industry Organization, *Venture Investing in Biotechnology (Boston MA)*
2004 CNST Nano-Commerce, *Nano-scale Technologies for Drug Delivery (Chicago IL)*
2003 Illinois Economic Development Council, *Driving Economic Growth (Bloomington IL)*
2003 University of South Carolina, *New Platforms for Research (Columbia SC)*
2003 Governor's (State of Illinois) Economic Development Summit, *Research Universities Fueling Economic Growth*
2003 American Heart Association Delegate Assembly, *Opening Session Remarks (Washington DC)*
2003 Midwest Research Universities Conference, *Changing the Face of Technology Investment Strategies (Minneapolis MN)*
2003 Rotary Club International, *University of Illinois as an Economic Engine (Champaign IL)*
2002 Association of University Technology Managers, *New Investment Strategies (Orlando FL)*
2002 International Biotechnology Organization, *Investing in University Innovations (Toronto)*
2002 National Association of Seed and Venture Funds, *Funding Model for University-Based Startups (Pittsburgh PA)*
2002 American Heart Association Scientific Sessions (Chicago IL)
2002 NCURA University/Industry Collaborations (Keystone CO)
2001 Association of University Technology Managers, *New Models for Capitalizing University Startups (Dallas TX)*
2001 Great Lakes Venture Capital Conference, *New Models for Funding University Startups (Indianapolis IN)*
2000 University of Illinois, *Role of Strategic Investment in Driving Research Outcomes (Chicago IL)*
1999 University of Illinois President's Retreat, *Changing Investment Strategies for Developing New Innovations (Champaign IL)*
1996 Procter & Gamble, *In Vitro Models for Receptor Structure/Function Studies (Cincinnati OH)*
1996 University of Illinois College of Medicine Department of Pathology (Peoria IL)
1996 FASEB Conference, *Interactions of the Nervous and Immune Systems (Keystone CO)*
1995 Medical College of Ohio, *Department of Anatomy and Cell Biology (Toledo OH)*
1994 Pharmaceutical Manufacturers Association Foundation (Washington DC)
1994 International Society for Neuroimmunology (Amsterdam)
1994 FASEB Summer Research Conference (Copper Mountain CO)
1993 Procter & Gamble, *In Vitro Models (Cincinnati OH)*
1993 Dartmouth Medical School, *EPR Symposium (Hanover NH)*
1993 Analytical Chemistry-EPR Symposium (Copper Mountain CO)
1992 Parke-Davis, *Peptide Receptors in the CNS (Ann Arbor MI)*
1990 Southern Illinois University School of Medicine, *Department of Pharmacology (Carbondale IL)*

- 1988 Pharmaceutical Manufacturers Association Foundation (*Washington DC*)
1986 Merrell Dow Research Institute, *New Paradigms for Investigating Peptide Receptors in the CNS, Division of Neuroscience (Cincinnati OH)*
1985 University of California, Division of Biomedical Sciences (UCLA/UCR) (*Riverside CA*)
1985 Lehigh University, Department of Chemistry/Division of Biochemistry (*Bethlehem PA*)
1985 Battelle Pacific Northwest Laboratory, Division of Toxicology, *In Vitro Models for Basic Toxicology (Richland WA)*
1985 University of Alberta, Department of Zoology (*Edmonton Canada*)
1985 Abbott laboratories, Division of Neurosciences (*Abbott IL*)

Grants and Contracts:

My research has been supported by NIH (NHLBI, NINDS), National Science Foundation, American Heart Association, March of Dimes, Pharmaceutical Manufacturers Association, N.H. Pierce Research Endowment, US Department of Commerce, and private industry.

Research Publications:

My research team has published more than 140 research papers, abstracts, and books in areas related to cardiovascular disease and stroke.

May 7, 2021

Will Gates, Partner
SP&A Executive Search
w.gates@spaexec.com

RE: Presidential Search, Florida State University

I am pleased to provide this letter of interest in application for the position of President at Florida State University. Having held senior leadership and academic appointments at the University of Illinois, State University of New York, Georgia State University, and now Auburn University, I appreciate the incredible opportunity this position provides to engage with the broader FSU community to define the visionary and innovative strategies that will not only sustain the University's current momentum but ensure the continued success and impact of its academic and research programs that have positioned it as a top public research institution. I believe my administrative, academic, and private sector experiences are well-aligned with building on the University's upward movement that has led to its increased institutional rankings, reputation, and quality.

While much of my career has focused on growing and managing university-based research portfolios, I have had the opportunity to work closely with leaders in both the public and private sectors to vision and implement strategic agendas that have successfully positioned the respective institution for success and sustainability in a rapidly changing higher education environment. These strategic initiatives have included but are not limited to the designing of academic and research programs, building collaborative networks and infrastructures, developing and implementing public-public and public-private partnerships, building relationships with external constituencies at the state, national and international levels, and participating in capital campaigns, to advance the core academic and research/development missions of the institution. I have had the opportunity to be part of senior leadership teams at several comprehensive research universities where the expectation was to rapidly build programs that ranged from student success to research and development. I have also participated in multiple approaches to build diversity, equity, and inclusion at every level of the academe, from the student body to faculty, staff, and administrators, as well as diversifying revenue streams to support and expand operations, all of which are and will continue to be critically important guideposts for the University's growth and sustainability.

I currently serve as the Vice President for Research and Economic Development at Auburn University, a Carnegie R1 doctoral university with very high research activity, that has seen significant growth in its research and related innovation metrics. Since joining Auburn in 2019, I have engaged the University community and its strategic partners to define and now implement a vision and direction that builds on the institution's strategic plan and focuses on increasing its outcomes-based academic and research impact over the next five to ten years...Auburn is currently on track to double its research portfolio and associated innovation numbers over the next five years. Key areas for strategic investment are based on existing strengths in both academic programs and discovery/translational research that will provide meaningful opportunities for all members (faculty, staff, and students) of the Auburn community.

Prior to joining AU, I served as the Vice President for Research and Economic Development at Georgia State University, one of the country's largest (with more than 52,000 undergraduate,

graduate, and professional students) and most diverse research universities, which has been nationally recognized for its innovative educational and research programs that have significantly impacted its success metrics which have resulted in its increase in rankings and reputation. Georgia State, whose undergraduate student population is largely first-generation and Pell-eligible, has been widely recognized for its achievements in undergraduate student success, which was in part driven by both shelf-ready and internally generated technology platforms that monitored student progress on a real-time basis. The impact of these innovative and transformative strategies on student achievement led to GSU being recognized by U.S. News & World Report as one of the most innovative universities in the nation.

From 2008 to 2011, I was the Senior Vice Provost for Research and Economic Development at the State University of New York and Senior Vice President of the SUNY Research Foundation with management oversight for the system's research portfolio. By almost any measure, SUNY is one of the most complex higher education systems in the country with all its campuses (sixty-four) under a single governance structure. A significant part of my administrative role focused on defining strategic opportunities to increase research brand and numbers as well as identifying creative approaches to meet an increasing and changing workforce need. The scale and diversity of SUNY's research activities (more than a billion dollars in research expenditures annually during my tenure) required close coordination with internal and external partners to identify areas for both strategic investment and growth. SUNY provided a unique opportunity to leverage the capacity of a large "university system" that ranged in mission and scale from AAU institutions involved in cutting-edge academic programs and research to community colleges training the next generation workforce, as it looked to build university/government/industry partnerships that would address a growing list of potential "grand" challenges.

A significant part of my administrative and academic career was at the University of Illinois where I had the opportunity to initially serve as an Associate Vice President for Academic Affairs and eventually as Vice President for Technology and Economic Development (a system-level position reporting to the President). The latter focused on high impact opportunities that frequently involved partnerships with other universities as well as industry and government entities. It also provided an opportunity to actively participate in capital campaigns that supported the University's infrastructure and programmatic expansions.

A unique administrative assignment at Illinois involved the strategic visioning and implementation of an initiative to expand the University's capacity to translate its "innovations to market" by developing the critical infrastructure needed to launch and build new companies based on licensed university intellectual property. The result was in part iVentures, LLC, an early-stage venture capital firm where I served as its founding CEO and Managing Director. iVentures focused its early-stage/equity-based investments on technology- and life science-based companies, providing a direct pipeline to capital and business development resources that were needed to support the development of new platform technologies and industries. This was truly a transformative experience that substantially impacted my appreciation for the potential of research-intensive universities to drive game-changing outcomes.

In Illinois, New York, Georgia, and now Alabama, I have been privileged to participate in the strategic visioning needed to grow programs across the entire university. Throughout my career, a primary objective has been to impact the scale, reputation, and quality of the university enterprise using innovative approaches that were nuanced to align with the mission and values of the institution. While transformative changes in the academe can be challenging,

my approach has always been to fully embrace shared governance as a basic tenet to build consensus in the decision-making process. At the same time, I appreciate the need to make and implement the hard decisions that are essential for a public research-intensive university to thrive in a rapidly changing higher education environment.

Florida State's next president will have a unique opportunity to work with the broader University community and other stakeholders to chart a vision for what I believe will be a transformative and exciting future. Whether it is defining new innovative strategies to advance student success, expanding research to address society's most pressing problems, engaging with public and private stakeholders to support the University's core missions, or raising philanthropic gifts to support the institution's advancement, I believe my administrative, academic and private sector experiences are well-aligned with leading FSU as it strives to achieve its goals. I look forward to further exploring this leadership opportunity.

Sincerely,

James Weyhenmeyer, PhD
Professor and Vice President for Research and Economic Development, Auburn University
President, Auburn University Research and Technology Foundation

DR. GREGORY H. WILLIAMS

Ph.D., J.D., M.B.A.

9 Riverpointe Road
Hastings-on-Hudson, NY 10706

Home (914) 231-5173 **Cell:** (513) 213-5829
Email: gwilliams623@gmail.com

EXECUTIVE PROFILE

Experienced University President with over thirty-year career in higher education and corporate and public board membership. Demonstrated leadership and administrative expertise, experienced partner with Fortune 500 Companies, record-setting fundraising ability, nationally recognized leader on racial and ethnic diversity, award-winning author and public speaker, widely respected for work in athletics at university and conference levels

SKILL HIGHLIGHTS

- **Leadership** – University President at two premier universities for over 11 years, also served as Associate Vice President for Academic Affairs, Law School Dean, Named Professor, and President of the Association of American Law Schools. Led Research I institution (University of Cincinnati) with 17 Deans, 13 Colleges, 2 regional campuses. Secured over \$430M (University of Cincinnati) annually in research grants and contracts, including \$252M in Federal Funding (which ranked 25th among public institutions for federal research expenditures). Moved University of Cincinnati up 17 spots in U.S. News and World Report ranking from 2010-2012. Moved the City College of New York from Third Tier to First Tier in U.S. News and World Report Ranking
- **Fundraising** – Led \$1 Billion campaign at the University of Cincinnati, leading fundraiser in \$1 Billion campaigns at City University of New York (CUNY) and The Ohio State University. Raised \$330 Million for Campaign for The City College of New York (CUNY), exceeding nationally prominent fundraising expert assessment by over 1,000%. Raised record-setting individual cash gifts of \$30M, \$26M, and \$25M. Increased endowment at University of Cincinnati to over \$1 billion
- **Financial Leadership** – Managed budget of over \$1 billion at University of Cincinnati. Developed strong fiscal positions in an era of declining state support, budget cuts, and historic underfunding and at the same time developed new programs, hired new faculty, and increased student scholarship assistance. Built partnerships with ten Fortune 500 companies and supported entrepreneurial activity. Presided over budget meetings with Vice Presidents, Deans, and Department Heads, and maintained balanced budgets. Serve on Mutual Fund Board with \$50B in assets under management and chaired Nominations and Governance Committee
- **Diversity** – Extensive experience in nurturing gender and racially diverse environments at university and corporate levels. Presented over 100 speeches and workshops on diversity recruitment and support. Frequent keynote speaker at university and corporate diversity events including Eli Lilly, IBM, Macy's, Texaco, NCAA, law firms, and government agencies, former Chair of State Advisory Committee to U.S. Civil Rights Commission. Delivered the John Marshall Harlan Lecture at the Brandeis School of Law at the University of Louisville. Ohio Civil Rights Commission Hall of Fame Keynote Speaker, 2012. First Dean at Ohio State Moritz College of Law to award 6 named Chairs and Professorships to women. Alumnus Donor memorialized focus on diversity by establishing the Gregory H. Williams Chair in Civil Rights and Civil Liberties

- **College Athletics** – Presided over top-25-rated football and basketball teams at the University of Cincinnati, extensive work on conference re-alignment for the BIG EAST Conference, chaired search committee for BIG EAST Commissioner. Worked with university athletic officials and student athletes for over thirty years. Hired Athletic Director (currently at Virginia Tech) and Head Football Coach. Regularly met with recruited student-athletes
- **Writing and Public Speaking** – Received national recognition for articles and books, including Los Angeles Times “Book of the Year” award for autobiographical memoir, *Life on the Color Line*. Published law-related books, book chapters, and law review articles. Frequently interviewed on legal, racial, and academic issues on radio and television programs including: “ABC Nightline,” “Oprah Winfrey Show,” “Terri Gross, Fresh Air,” “NBC Dateline with Tom Brokaw,” and “Larry King Live”

CAREER EXPERIENCE

Mercy College of New York (2016-Present) Board of Trustees

Dobbs Ferry, New York

Served as Trustee for private college of 9,000 students. Served on committees including Academic & Student Affairs, Institutional Advancement, and Finance & Control. Established Sara Whitney Williams Scholarship for Women in Graduate School of Business. Mercy College Trustee Scholarship Award, Keynote Speaker, 2017

Franklin Templeton Investments, New Jersey Funds (2008- Present) San Mateo, California Independent Director

Independent Director of 15 Fund groups with approximately \$50 billion in assets under management, primarily comprised of investments in undervalued equities in the United States and Europe. Fund group also includes alternative investments, commodities, distressed investments, and merger arbitrage. Member of Audit Committee and Chair of Nominations and Governance Committee

Board of Managers (2006-2015) Urban America II LLC

New York, New York

Urban America II is the first African American controlled commercial real estate investment company to focus on acquiring and developing properties in America’s low to moderate income communities. In 2006 raised approximately \$300 million real estate private equity fund, which rose to \$625 million in assets by 2012

University of Cincinnati (2009-2012) President and Professor of Law and Political Science

Cincinnati, Ohio

Managed \$1 Billion budget, 15,000 staff, 5,000 faculty members, and historic enrollment increase to 42,000 students on three campuses. Hired Provost and four Vice Presidents: Administration and Finance, Research, Academic Health Center, and Executive Vice President. Hired Head Football Coach and Athletic Director. Hired nine Deans: Arts and Sciences, Lindner College of Business, College Conservatory of Music, Graduate School, Medicine, Pharmacy, two Regional Campus Deans and Dean of University Libraries

Key Achievements:

- Led University-wide public discussion and development of UC2019 Strategic Plan to transform UC into first choice destination for students, patients, faculty, and staff; goals included: raise graduation rates, double student and faculty academic awards, increase alumni giving
 - Raised graduation rates 5%, 2009-2012
 - Moved University of Cincinnati up 17 spots in U.S. News and World Report rankings from 2010 to 2012

- Raised alumni giving rate 4%, 2009-2011
- New Academic Master Plan inspired by UC2019
- Led \$1 Billion Capital Campaign - In 2011 met with more than 5,000 alumni and friends of UC
- Met regularly with federal and state officials and legislative leaders to promote and fund university programs and budget and fiscal needs; additionally, meet with governor and legislative leaders on matters that affected university operations
- Member of Executive Committee of BIG EAST Conference: conference realignment, separation negotiations of four member schools
- Served as Chair of BIG EAST Commissioner Search in 2012
- Created University of Cincinnati Research Institute (UCRI) to partner with General Electric Aviation (\$45 Million contribution) to develop aviation research, build aircraft engines, and explore other ways to commercialize university research
- Partnered with Cincinnati-based Fortune 500 companies to create Cintrifuse, a \$50 Million business accelerator to reignite the local economy with a focus on innovation and jobs. Partners: Procter and Gamble, Kroger, Cincinnati Children's Hospital, Western & Southern Life Insurance, and Duke Energy
- Facilitated public, private, and university partnership to build \$75 Million commercial and residential real estate project and parking facility
- Reorganized office of Vice President of Research to enhance and reinforce UC's top 25 ranking in Public Research University (NSF) category in spite of decreased federal funding
- Partner Cincinnati Health Alliance
- Maintained university research funding of \$430M annually
- Presided over the creation of University of Cincinnati Health System (UC Health) resulting in the fifth-largest health care system in the region (650 doctors, two hospitals, and major rehabilitation center) after dissolution of Cincinnati Health Alliance

The City College of New York, CUNY (2001-2009)
President and Professor of Law and Political Science

New York, New York

Led the Renaissance of the historic flagship of the CUNY System - The City College of New York

Key Achievements:

- Moved City College from Third Tier to First Tier in U.S. News and World Report rankings
- Increased enrollment over 50% from 9,900 to 15,200 students, 2002-2009
- Reorganized Awards Office to promote student work: Two Rhodes Scholars, three Truman Scholars, four Goldwater Scholars, four Fulbright Scholars
- Increased research grants and contracts 93%, 2002-2009
- \$750M of Campus Capital Construction funded by the State of New York
- Led the Campaign for The City College of New York
 - Projected Goal (by Development Consultant) \$25M; Raised \$330M
 - Increased Annual Fund participation rate from 6% to 23%
 - Funded 100 Endowed Scholarships, 11 Endowed Chairs and Professorships
 - Andrew Grove School of Engineering, \$26M gift
 - Bernard & Anne Spitzer School of Architecture, \$25M gift
 - Michael Ross Program in Jewish Studies, \$10M gift
 - Skadden, Arps Minority Legal Scholars Program, \$10M gift
 - New York Life Insurance, Emerging African American Issues, \$10M gift funded Colin Powell Center for Policy Studies
 - Secured 44 Gifts of \$1M or more

The Ohio State University Moritz College of Law (1993-2000)
Dean, and Carter C. Kissell Professor of Law

Columbus, Ohio

Led Moritz College of Law through University and College budget deficit period, implemented early retirement program, and led College restructuring effort, resulting in 45% of faculty hired during tenure, completion of most successful capital campaign ever undertaken at the Moritz College of Law, tripled endowment, and developed programs and hiring initiatives to move school into top 10 public law school ranking

Key Achievements:

- Set goal in 1998 to be a Top 10 Public Law School by 2005, reached goal in 2007
- Raised \$57M for Campaign for The Ohio State University Moritz College of Law, exceeding projected Goal of \$14M by 400%
- Funded 50 Endowed Scholarships and 9 Endowed Chairs and Professorships
- Michael Moritz College of Law, \$30M gift (largest individual gift in history of The Ohio State University)
- John Deaver Drinko Law Building, \$10M gift
- Elected to Council of Delegates, Ohio State Bar Association, 1996 – 2000
- Elected President of the Association of American Law Schools, 1999

The University of Iowa (1977-1993)

Iowa City, Iowa

Associate Vice-President for Academic Affairs (1991-1993)

- International Programs & Study Abroad
- Led University Diversity Programs and Hiring Initiatives
- Director, Opportunity at Iowa (Faculty and Student Diversity program)
- Liaison to Intercollegiate Athletics Programs

Associate Dean and Professor of Law, College of Law (1977-1990)

- Admissions, Financial Aid, Student and Faculty Recruitment, Student Support Programs
- Taught: Criminal Law and Procedure, Legislation, and White Collar Crimes
- Chair and Member of Iowa Law Enforcement Academy Council (nominated by Governor of Iowa)
- Chair and Member of Iowa State Advisory Committee to the U.S. Commission on Civil Rights

Member, Board in Control of Intercollegiate Athletics (1984-1989)

- Chair, Long Range Planning Committee
- Member, Finance Committee
- Awarded Distinguished Service Award for “Outstanding Contributions to University of Iowa Intercollegiate Athletics” in 1989

Visiting Scholar, Selwyn College, Cambridge University, Cambridge, England (1986)

Visiting Professor, Faculty of Law, Durham University, Durham, England (1985-1986)

- Taught course in English Criminal Law, Lectures and Tutorials
- Durham University Basketball Team: 1st Team

The George Washington University (1973-1977)

Washington D.C.

Lecturer, National Law Center (1974-1977)

- Developed and taught clinical law curricula for United States Agency for International Development (USAID) Training Program for foreign lawyers, judges, law professors, and prosecutors (Afghanistan, Egypt, Pakistan, and Yemen)
- Attorney Supervisor for law students representing clients in Landlord Tenant Court of the District of Columbia

Coordinator, GW-Washington Project (1973-1977)

- Developed service-learning programs in partnership with Schools of Education, Law, Medicine, and Departments of Political Science and Urban and Regional Planning primarily focused on Adams Morgan and Anacostia areas of Washington, D.C.
- Project cited as one of the most successful projects sponsored by Title 1 of the Higher Education Act, 1975

United States Senate (1971-1973)

Washington D.C.

Legislative Assistant to Senator Vance Harkte (D-Indiana)

- Managed Legislative and Constituent matters concerning education, criminal justice, and community development
- Assisted in drafting “Vietnam Veterans Re-adjustment Act” for post-service educational opportunities and other education bills and amendments (Vietnam Veteran's GI Bill)

George Mason Junior-Senior High School (1966-1970)

Falls Church, Virginia

Teacher

- Taught courses in U.S. History, U.S. Government, Virginia History, and Virginia Government
- Coach, Junior Girls Basketball Team
- National Education Association (NEA) Review Committee of Desegregation of Atlanta, Georgia Public Schools

Delaware County Sheriff’s Department (1963-1966)

Muncie, Indiana

Deputy Sheriff

- Worked in all aspects of law enforcement, including felony and misdemeanor investigations (Burglary, Robbery, Homicide, Traffic Fatality Investigations)
- Worked with federal, state, and local government agencies throughout the state of Indiana on criminal investigations and security details
- Frequent guest on radio and television programs and speaker at schools and community organizations
- Attended FBI local training programs

EDUCATION AND SCHOLARSHIP

COLLEGIATE EDUCATION:

B.A.	Ball State University	Social Science and Education
M.A.	University of Maryland	Government and Politics
J.D.	The George Washington University	Law
M.Phil.	The George Washington University	Political Science
Ph.D.	The George Washington University	Political Science
M.B.A.	Mercy College of New York	Finance

HONORARY DEGREES:

1997	L.L.D. California Western School of Law	Law
1999	D.Hum. Ball State University	Humanities
2000	D.Hum. College of Wooster	Humane Letters
2009	L.L.D. New York Law School	Law
2010	D. Letters Skidmore College	Letters
2017	D. Hum, Mercy College	Humanities

HIGH SCHOOL EDUCATION:

Muncie Central High School (Basketball Program depicted in “Hoosiers”) Muncie, Indiana

- Varsity Basketball (Program history of eight State Championships, #1 in Indiana)
- Varsity Football (1st Team Quarterback)

- Academic Ranking: 60 out of 660
- Muncie Central High School Distinguished Alumni Award, 2019

BOOKS:

Life on the Color Line: The True Story of a White Boy Who Discovered He Was Black, (Dutton NAL, New York, NY, 1995), 285 pp

- Awarded Los Angeles Times Prize for “Book of the Year: Current Interest” in 1995
- Awarded Gustavus Myers Center Award for the Study of Human Rights in North America for “Outstanding Book on the Subject of Human Rights,” 1996
- Friends of American Writers Award, Nominee, 1996
- Awarded Non-Fiction Author Fellowship Award, Ohio Arts Council, 1996

The Iowa Guide to Search and Seizure (University of Iowa: Continuing Legal Education, 1986), 191 pp

The Law and Politics of Police Discretion (Greenwood Press: Westport, Conn., 1984), 218 pp

SELECTED ARTICLES AND BOOK CHAPTERS:

Order of the Coif Lecture, “Transforming the Powerless into the Powerful: The Public Role of Law Schools,” 28 University of New Mexico Law Review 1-17 (1998)

“The Exclusionary Rule: An Alternative Proposal,” 23 Capital University Law Review 229-240 (1994)

“Controlling the Use of Non-Deadly Force: Policy and Practice,” 10 Harvard Black Letter Journal 79-104 (1993)

“The Supreme Court and Broken Promises: The Gradual but Continual Erosion of Terry v. Ohio,” Criminal Justice Symposium, 34 Howard Law Journal 567-588 (1991)

“Good Government by Prosecutorial Decree: The Use and Abuse of Mail Fraud,” 32 Arizona Law Review 1-35 (1990)

“Police Discretion: A Comparative Perspective,” 64 Indiana Law Journal 873-905 (1989)

“Police in the Dock: Law or Fact,” The Criminal Law Review (United Kingdom) (Nov. 1986) 719-725

“The Politics of Police Discretion,” Discretion, Justice and Democracy: A Public Policy Perspective, Carl Pinkele & William Louthan, ed. (Iowa State University Press) 19-30 (1985)

“Police Rulemaking Revisited: Some New Thoughts on an Old Problem,” Symposium on Discretion and Law Enforcement, 47 Journal of Law and Contemporary Problems (Duke University School of Law) No. 4 (Fall 1984) 123-183

SELECTED MISCELLANEOUS PUBLICATIONS:

“A Line Through a Nation’s Soul,” Los Angeles Times: Commentary, October 29, 2003, B 15. (Reprinted in newspapers nationwide)

Book Review of Eugene Robinson’s Coal to Cream: A Black Man’s Journey Beyond Color to an Affirmation of Race, The Washington Post, (Reprinted in International Herald Tribune) August 17, 1999

“Life on the Color Line,” 30 International Society of Barristers Quarterly, No. 4, pp. 405-413 (1996)

“Growing Up in Black and White,” New York Times: The Living Arts, February 2, 1995, B4. (Reprinted in newspapers nationwide)

HONORS, AWARDS, AND MEMBERSHIPS:

The John Finley Award “in recognition of exemplary dedicated service to the City of New York and the Nation, while enhancing the quality of life of its people, November, 2018

Distinguished Alumni Professional Achievement Award, The George Washington University, September 24, 2015

Distinguished Service Citation, BRIDGES for a Just Community, (Former affiliate of National Conference of Christians and Jews) Cincinnati, May 31, 2012

“Power 100” – Cincy Magazine list of the Tristate’s Most Influential leaders, 2010-2012

Member, Kappa Alpha Psi Fraternity

“Langston Hughes Award” from The City College of New York, for contributions to the Arts and Letters, March 12, 2009

Carter G. Woodson Memorial Award” from the Metropolitan New York Chapters of Omega Psi Phi Fraternity, Inc. in recognition of outstanding contributions to education, February 6, 2009

Austrian Cross of Honor, First Class, for Science and Art, Vienna, Austria, April 22, 2006

Proclamation of “Dr. Gregory Howard Williams Day,” and Designation as Honorary Mayor-President by Mayor Kip Holden, Baton Rouge, Louisiana, August 24, 2006 Keynote Speaker: Louisiana State University, all incoming students were required to read Life on the Color Line

New York Lawyers for the Public Interests (NYLPI) Felix A. Fishman Award for Extraordinary Advocacy, June 22, 2005

Outstanding African American Administrator in State Service,” selected by Governor George Pataki, Black History Month Celebration, Albany, New York, February 2004

“The Most Influential People in Harlem,” “Harlem Week,” New York Daily News, August 2003 – August 2008

Key to the City of Louisville, Kentucky by Mayor Armstrong, October 1, 2001

“A. Leon Higginbotham Jr. Award” from National Bar Association for “Outstanding Contributions to the Preservation and Promotion of Human and Civil Rights,” July 30, 1999 Philadelphia, Pennsylvania

Provost’s Distinguished University Alumni-Scholar Award, The George Washington University Law School, March 25, 1998

Member, American Law Institute

Life Member, Fellows of the American Bar Foundation

Who’s Who in America

Who’s Who in Black America

CORPORATE AND PUBLIC BOARD SERVICE:

Member Board of Directors, Cincinnati USA Regional Chamber of Commerce, 2010-2012

Member, Board of Trustees, United Way, Cincinnati, 2021-2012

Independent Trustee, Franklin Templeton Mutual Funds, San Mateo, California, 2008-Present,
Audit Committee, Chair, Nominations and Governance Committee

Independent Director, Urban America Fund II, 2005 - 2015. First commercial real estate investment company to focus on acquiring and developing properties in America’s urban communities

Chair, Iowa Law Enforcement Academy Council, 1982-83, 1985, Vice-Chairperson, 1981-82, 1984-85, Member, 1980-85 (Appointed by Governor of Iowa for two terms, confirmed by Iowa State Senate)

UNIVERSITY SERVICE AND EDUCATIONAL DEVELOPMENT PROGRAMS:

Executive Committee, BIG EAST Athletic Conference, 2011-2012

Big Six President's Committee (SEC, ACC, BIG EAST, Pac 10, Big 12, Big 10), 2011-2012

Ex Officio Member, University of Cincinnati Health System, 2011-2012

Ex Officio Member, University of Cincinnati Foundation Board of Trustees, 2009-20

Commission on Access, Admission and Success in Higher Education, College Board Advocacy, Coming to Our Senses: Education and the American Future, December, 2008

Board of Directors, Association of Public and Land-Grant Universities (formerly National Association of State Universities and Land-grant Colleges), 2005-2009, Chair, Commission on Access, Diversity and Excellence

Fellow, Academic Leadership Program, 1992, Committee on Institutional Cooperation (Big 10 Schools and the University of Chicago)

University of Iowa Self Study Steering Committee in preparation for North Central Accreditation Visit,

SELECTED LEGAL SERVICE:

Representative of the American Bar Association before the U.S. House of Representatives Appropriations Subcommittee, re: funding of Council on Legal Education Opportunity (CLEO), March 19, 2001, Washington, D.C.

American Bar Association Re-Accreditation Site Inspection Committee for:
Harvard Law School, 2000
Stanford University School of Law, 2001,
Catholic University, 2017,
Cornell University, 2018

Dean of the Year” selected by National Association of Public Interest law (NAPIL) for “leadership in providing law school support for public interest.” October 29, 1999, Washington, D.C.

“White House Conference on Lawyers for Public Service: A Call to Action.” July 20, 1999

President, Association of American Law Schools (AALS), 1999-2000. Member, AALS Executive Committee, 1997-01

Ohio State Bar Association Council of Delegates, 1996-2000. Represented Columbus Bar Association, elected, 1996, re-elected 1998

SELECTED SPEECHES AND PRESENTATIONS:

Keynote Speaker, Ohio Civil Rights Hall of Fame Induction Ceremony, October 4, 2012, Columbus, Ohio

Keynote Speaker, NCAA Conference, Association Luncheon, January 12, 2012, Indianapolis, Indiana

Keynote Speaker, City Club of Cleveland, September 9, 2011, Cleveland, Ohio

Commencement Speaker, Skidmore College, May 22, 2010, Saratoga Springs, New York

New Student Convocation, Louisiana State University, Baton Rouge, Louisiana, August 25, 2006

The Chancellor's Convocation for New Students, The Carrier Dome, Syracuse University, August 26, 2005

Kharas Distinguished Lecture, "And Justice for All: A Personal Journey and Access to the Law," Syracuse University College of Law, September 13, 2004

Abyssinian Baptist Church, New York, New York, June 23, 2002

The John Marshall Harlan Lecture, Louis D. Brandeis School of Law at the University of Louisville, October 1, 2001

Keynote Address, Texaco Corporation, White Plains, NY, February 6, 1997

College of Wooster 1996 Humanities Series, Wooster, Ohio, October 21, 1996 (televised on C-SPAN October 26, 1996 and re-broadcast December, 1996)

Eli Lilly Corporation, Indianapolis, Indiana, February 14, 1996

Lecture and Reading, Thurber House National Lecture Series, Columbus, Ohio, February 15, 1995

A. Francesca Jenkins, "Law Firm Commits \$9.6 Million to CCNY for Undergraduate Program Targeting Diverse Students," Hispanic Outlook, December 15, 2008, pp. 38-39

"Leading Fundraisers of New York" CRAIN'S NEW YORK BUSINESS, July 7-13, 2008, p. 16

(City College ranked number four in fundraising behind Columbia, NYU and Rockefeller University)

"Free Philanthropist Has Never Forgotten His Roots, THE BACK PAGE," New York Law Journal, April 25, 2008

"The Right Man for the Job: Gregory H. Williams," DIVERSE: Issues in Higher Education, March 22, 2007, p. 6

"The Tony Brown Show," Public Broadcasting System (PBS), October 28, 2006

"Profile of President Gregory H. Williams," by Liz Willen, Bloomberg News, February 21, 2002

"City College, The Faded Jewel of CUNY, Is Recovering It's Achievers," by Karen Arenson, The New York Times, February 2, 2002

"ABC Nightline," interviewed by Ted Koppel, May 21, 1996

"Oprah Winfrey Show," July 17, 1995. Repeated December 30, 1995, and on other occasions

New York Times, Book Review, March 12, 1995

"Fresh Air," interviewed by Terri Gross, National Public Radio (NPR), February 21, 1995

"NBC Dateline," interviewed by Tom Brokaw, February 21, 1995

"Larry King Live," CNN, February 17, 1995

"The True Story of an Indiana White Boy Who Discovered He Was Black." Ebony, October 1992, pp. 88-94, 136

May 7, 2021

The Presidential Search Committee
The Florida State University

Dear Search Committee Members,

I am delighted to submit a formal application for the position of President of Florida State University. In this cover letter I will explain my enthusiasm for addressing the challenges and seizing the opportunities that will face the 16th president of FSU; discuss my experience as a college president at the University of Cincinnati (UC) and at the City College of New York (CCNY); describe my potential to harness the wisdom and input from the Florida State University Board of Trustees, the State University System Board of Governors, and the Florida Legislature; discuss my past achievements as a college president and a law school dean of engaging an alumni network that can contribute goodwill and resources to a university; express my past achievements in strengthening academic programming; review my long career of navigating Division I intercollegiate athletics; examine my personal and professional experiences that have equipped me to create academic environments of diversity and inclusion; and lastly, I will discuss my work over the last eight years in which I have gained valuable experience as a Trustee for Mercy College in New York and as a Board Director for Franklin Templeton Investments.

The challenges, and especially, the great opportunities facing the next President of Florida State University excite and energize me. I make this bold proclamation with full and clear understanding of many of those challenges and opportunities. My eleven years of service as a university president, plus twenty years as a senior administrator in higher education have prepared me for this challenge and in fact mirror in many respects, the challenges and opportunities I faced as President of The University of Cincinnati, a Research 1 institution of over 40,000 students, 5,000 faculty and 13 Colleges, 17 Deans and three campuses. The length and breadth of my experience as well as personally leading a top 25 research university has helped me develop a special ability to understand and negotiate the complexity and the vast needs of a large Research 1 institution. Total research grants during my presidency at the University of Cincinnati regularly exceeded \$250 million in Federal funding and \$430 Million in grants and contracts received by the university and our affiliates.

I have looked at some of the details of “The Future of Florida State: Strategic Plan 2017-2022,” and I would be pleased to add to the great work accomplished under this plan. I have found that meeting huge challenges in the university setting require the partnership of the entire campus. Shortly after my arrival as President of the University of Cincinnati, I urged the entire university community to join me in developing our plans for the future. Past strategic planning experiences vividly taught me that plans mandated from senior administrators are bound to fail. I wanted full and complete participation. I challenged our faculty, students, staff, deans and administrators to make big plans with challenging goals, and I made it clear I wanted full and extensive participation from faculty, staff and students across the campus and alumni and friends in our

larger community. Faculty amazed me with their zest to make our curriculum the very best it could be. As a result, every course we delivered was analyzed, reviewed and expanded with either service learning, international or writing components added as part of the coursework. Curricular changes were a new and welcome addition to our academic programs. It took two years to complete UC 2019, but it was worth the effort. The UC 2019 plan was widely discussed in the larger Cincinnati community, and I recall business leaders, stopping me on downtown streets to congratulate the university on our ambitious plans to move the university forward. In fact, even as I stepped down from the UC presidency, Cincinnati's major newspaper called UC 2019, a bold plan for the future and urged the plan be kept even though I was leaving the university.

Part of the public role of a President is developing close relationships with external partners., Chief among those external partners in Florida is the Florida State University Board of Trustees, the State University System Board of Governors, and the Florida Legislature. I had the pleasure of working in three similar state systems: Iowa, Ohio and New York. The challenge for a President operating in a state-wide system is to recognize that while the University is a unique institution with its own goals and operations, it is also part of a larger institution that helps guide the universities within broader statewide goals and aspirations. This sometimes can be a complex and complicated system to navigate. The President must fully understand the differing goals and at the same time be a strong advocate for the university and specifically be able to show how a broad array of programs and activities can fit within the same system. For example, when serving as President of the City College of New York we were able to have a distinct and unique Honors Program which complemented the City University of New York System Honors program.

A special privilege of a college president is to bring alumni and friends together to celebrate the achievements of the university. I have known several Florida State graduates, and I have found them as excited about the school years after graduation as they were during their student days. Many aspiring presidents have told me they like everything about being a president except fundraising. For me fundraising has been an exhilarating experience. I loved playing a major role in three separate billion-dollar fundraising campaigns: The Ohio State University; The City University of New York, and the University of Cincinnati. I saw my role not only as an advocate for the university but also as a connector of alumni to the university. The ability to match needs and interests is a large part of a successful president's portfolio. I vividly recall the conversations I had with General Colin Powell, a graduate of City College, when he was Secretary of State of the United States of America. I remember telling the Secretary of State in his State Department office that his alma mater needed his help and assistance, and he promised to join us as a full partner once his duties to the country had been completed. General Powell is a man of his word. Today, City College students are not surprised when they walk on campus and see General Powell talking with groups of students. Another City College graduate was Andy Grove, the co-founder of Intel and a refugee from Hungary when he started at City College. I informed Andy that the students at CCNY faced many of the same struggles he had as a young refugee from Hungary and current students had the same great ambition for success that he did when he arrived at City College in the 1950's. He made a surreptitious trip to City College on his own to investigate my claim. Shortly afterward, he made a multi-million gift to name the Grove School of Engineering of The City College of New York.

In my fundraising campaigns, I have frequently eclipsed the estimates of outside consultants. While Dean of the Ohio State University College of Law, I was informed that outside funding authorities projected and predicted that the goal of the College of Law in the upcoming one-billion-dollar Ohio State University campaign should be \$14m. Ultimately, we raised a total of \$57 million for the law school, including the largest single cash gift ever given to the university (\$30M). When I arrived at the City College of New York, another outside consulting company predicted that a City College campaign would be very lucky to raise \$25M over five years. Undeterred, we set an initial goal of \$100M, then raised it to \$200M, then raised it to \$300M. In the final analysis we raised \$330M for City College over a period of eight years. As part of the University of Cincinnati \$1 billion capital campaign, I was able to raise over \$100M a year. Consistently raising over \$100m a year requires constant focus and dedication. In 2011, as we began the final efforts to complete our billion-dollar campaign, I personally met with more than 5,000 alumni and friends of the University of Cincinnati. We met our billion-dollar campaign goal well ahead of our deadline.

During my presidencies, I have always felt it was important to have strong academic programs. The President sets the tone on many aspects of the university, one of the most important is academic achievement. The City College prior to my arrival had the dubious reputation of being a school that drew students with weak academic records, despite numbering 9 Nobel Prize winners among our graduates. It was quickly evident to me that if I was going to be able to change the discussion about City College, I also needed to change the public conversation about our students. That meant explicit focus on recruiting strong students and developing strong and challenging classes for our current students. We strengthened academic work across campus and also set up an office to help students compete for external academic awards and recognition. Our efforts to focus on academic achievement paid enormous dividends. During my tenure we had two Rhodes Scholars, (the first since the 1930's), three Truman Scholars, four Goldwater Scholars and four student Fulbright Scholars among our student body. This was aided by our outstanding faculty which included over ten members of the national academies (Engineering, Science, and Institute of Medicine). We also showcased our student achievers by having them interact with our Nobel Prize winners who, at my request, returned to campus for a gathering of our Nobel Laurates. A special recognition of our efforts to build our academic achievements was realized when the New York Daily News, (announcing the national Intel Prize Winner) emblazoned the headline, "The Smartest Kid in America Goes to City College." Our superior academic achievements came to full fruition when the number of applications from one of the most outstanding high schools in America, (Stuyvesant High School, avg SAT 1510, ACT 33/36) jumped in one year from 8 to 80 applicants!

I have always been a strong believer that education and athletics go together. Perhaps it is largely due to my own childhood experiences. As a young boy growing up in Indiana where our high school fieldhouse seated over 7,500 people and our high school was and remains to this day to be the only high school in the state of Indiana to win 8 State Basketball Championships. I understand the desire for athletic team prowess. I have seen firsthand the ability of sports to unite a high school, a community and engage an entire state. Almost every boy in the state of Indiana wanted to play high school basketball, and I was no exception. I was fortunate to play both basketball and football in high school, but I harbored no illusion that sports would be a career

option for me, although I applauded my relatives and teammates who did become professional athletes and had illustrious careers in the NFL and the NBA.

Becoming President at the University of Cincinnati in the middle of our 2009 undefeated football season inspired me as sports had inspired me in my adolescence. I once again saw the magical power of sports to ignite a university and our larger Cincinnati community. Our 2009 UC Bearcat team finished the regular season undefeated, and everyone in the Bearcat world sat on the edge of our seats as we held our collective breath as our team came within seconds of playing for the national championship. Our Sugar Bowl appearance against the University of Florida showed me athletics can be a powerful draw of students and alumni to the University. I recall speaking to some of our loyal alumni at UC events in New Orleans prior to the Sugar Bowl game, I met one young man who received a degree in one of our distant learning programs, but never set foot on the UC campus. Yet, he willingly travelled across country to help represent ‘his’ university. That was a level of commitment made possible by our dedication to always trying to have the best athletic teams possible.

Cincinnati was not my first introduction to intercollegiate athletics. Early in my tenure at the University of Iowa I assisted the recruitment of student athletes in my role of Dean of Admissions at the Iowa College of Law. In fact, I was asked to help in the recruitment of one of my cousins, a high school All American who became a College All American and spent 11 years in the NFL. During his time on the Iowa Football team, I was able to gain a student-athlete perspective at the University of Iowa. Later as a full professor I was selected to join the University Board in Control of Athletics and had the opportunity to work with the Athletic Director as well as most of the coaches at the university. When I joined the Iowa senior administration as Associate Vice President of Academic Affairs, I was chosen to serve as university liaison with our athletic department. During my time at the University of Cincinnati, my support of our athletics program, as well as my own personal story of overcoming adversity in life, found many of our coaches put “Meeting the President” on the schedule of highly prized recruits and their families.

Diversity and Inclusion have likewise been embedded both in my personal life and professional career. As the son of a black father and a white mother, I grew up in the Black housing projects of Muncie, Indiana. I have had the painful experiences of facing racial discrimination head-on combined with trying to create a life of hope and promise in the midst of wrenching poverty. My life story is detailed in my memoir, [Life on the Color Line](#), which was on the New York Times Best Seller list and also received the [Los Angeles Times](#) Prize for Book of the Year. While it is still painful to retell the story of the deprivation of my youth, I have found that retelling the story of my personal battle with poverty and deprivation inspires students to share their own stories of deprivation and discrimination with me and gives them hope that they too, can also change the circumstances of their lives.

When I stepped away from the Cincinnati presidency in 2012, I did not leave my work in higher education or abandon my work in the corporate world. As an Independent Director for Franklin Templeton, over the last 13 years I have had an opportunity to work shoulder to shoulder with some of the most talented people in America’s business community. My own fund management workload has increased from six funds to fourteen different fund groups with investments of

approximately \$50B. To enhance my skills in the corporate community I decided it would be appropriate for me to grow my business acumen by pursuing an M.B.A. with a focus in Finance. I became a full-time student and completed an M.B.A. program graduating with Distinction in one year. Shortly, after graduating from business school, I was asked to join the Board of Trustees of my business college alma mater, Mercy College. Mercy has approximately 9,000 students and a broad range of majors from the arts and sciences to nursing, pre-Vet, and psychology and business. Because of my academic experience and background, I am the only trustee to be asked to serve on the three separate Trustee committees: Academic and Students Affairs Committee, Finance Committee, and the Development Committee. My work as a Mercy College Trustee has kept me firmly grounded in the work of an academic institution and conversant with current issues in higher education. In addition, to my academic studies and trusteeship I continued to speak around the country on diversity issues at public and private high schools and colleges and to general audiences.

I will close with a final thought about why Florida and Florida State University excites our family. In many respects becoming the 16th President of Florida State University will be a sort of homecoming for my family, especially for my wife, Sara. Her family moved to Florida shortly after she finished high school and she joined them in Ocala, where her father worked as a horse trainer. Later, he moved to Del Ray Beach where he trained thoroughbreds for America's horse racing circuit. After college, Sara was a high school teacher in Fort Lauderdale. Her youngest sister and husband had a small business near Narcoossee, outside of St. Cloud for years before moving to Homosassa. All four of our children and Sara and I have lovely memories of the time we spent with family in Florida and we are looking forward to having more, new, wonderful adventures in Florida. Plus, our nine year old granddaughter has heard of the amazing Florida State University Women's Soccer program and she wants to join the team!

Sincerely,

Dr. Gregory H. Williams
27th President of the University of Cincinnati

Cynthia Y. Young

Founding Dean, College of Science
CLEMSON UNIVERSITY

EDUCATION

PhD, Applied Mathematics, University of Washington (Seattle, WA), 1996
Advisor: Dr. Akira Ishimaru, Fellow of the National Academy of Engineering
The Two Frequency Mutual Coherence Function of a Gaussian Beam Pulse in Weak Turbulence
MS, Electrical Engineering, University of Washington, Seattle, WA, 1997
MS, Mathematical Science, University of Central Florida, Orlando, FL, 1993
BA, Education, University of North Carolina, Chapel Hill, NC, 1990

CAREER OVERVIEW

CLEMSON UNIVERSITY [2017- Present]

Founding Dean, College of Science
Professor, Mathematical and Statistical Sciences

UNIVERSITY OF CENTRAL FLORIDA [1997-2017]

Vice Provost, Faculty Excellence and UCF Global, 2016 – 2017
Interim Vice Provost, Faculty Excellence, 2015 – 2016
Interim Vice Provost, International Affairs and Global Strategies, 2015 – 2016
Pegasus Professor of Mathematics, 2015
Associate Dean, College of Sciences, 2011 –2015
Professor of Mathematics, 2008 – 2017
Elected Fellow, SPIE (International Society for Optics and Photonics), 2007
Co-Director, EXCEL Program (\$1.8M NSF Program), 2005 – 2013
NCAA Faculty Athletics Representative, Office of the President, 2005 – 2008
NCAA Faculty Athletics Representative in Training, Office of the President, 2002-2005
Faculty Fellow, Naval Research Laboratory, Washington, DC, 2005
Associate Professor of Mathematics, 2002 – 2008
Young Investigator Award, Office of Naval Research, 2001
Assistant Professor of Mathematics with joint appointment at Florida Space Institute, 1997 – 2002

INDUSTRY AND TEACHING EXPERIENCE [1992-1997]

Faculty Fellow, Boeing Space and Defense, WA, 1997
Mathematics Instructor, Shoreline Community College, Shoreline, WA, 1996 – 1997
Scientist in Residence, Optics Group/Materials Branch, Kennedy Space Center, FL, 1994/1993
Doctoral Fellow, National Physical Science Consortium, 1993 – 1997
Mathematics Teacher, Orlando Marine Institute (Dept. Juvenile Justice), Orlando, FL, 1992 – 1993

PROFESSIONAL EXPERIENCE

FOUNDING DEAN, COLLEGE OF SCIENCE, CLEMSON UNIVERSITY (2017-present)

The Dean is the Chief Executive Officer for the College.

I was recruited to Clemson University to serve as the Founding Dean of the new College of Science. As the leader tasked with building a world class college of science my focus is on providing aspirational leadership and vision, shaping a new culture centered on faculty, academic, inclusive, and operational excellence, and securing significant new resources to support the very best talent and facilities. I am fueled by connections with people which has allowed me to thrive as an external advocate and fundraiser for Clemson. During my tenure our outstanding faculty, staff, students, alumni, partners, and friends have helped elevate Clemson's research and academic prominence in our state, nation, and around the world.

Selected Highlights

Leadership/Vision

- **SCIForward-** *to guide our strategic priorities and hold us accountable to our aspirations.*
Led internal (faculty, staff, students, and administrators) and external (national academy members, industry partners, alumni, and donors) stakeholders in the development and implementation of a bold strategic plan.
 - **Mission:** We pursue excellence in scientific discovery, learning, and engagement that is both locally relevant and globally impactful.
 - **Vision:** We will be national leaders who tackle tomorrow's scientific challenges, prepare the next generation of scientists, and cultivate science literacy.
 - **Core Values:** Integrity, Curiosity, and Respect
 - **Key Leadership Principles:** Adaptability, Accountability, Communication, Collaboration, Excellence, Evidence, and Inclusiveness
 - **Strategic Goals and Key Strategies:**
 1. *Achieve national and global prominence through excellence in scientific discovery.*
 - a. Build a stronger, more diverse faculty.
 - b. Advance distinctive and convergent strengths through strategic partnerships.
 - c. Increase national and international recognition of faculty excellence.
 2. *Elevate the science learning experiences that enhance lives and livelihoods.*
 - a. Expand and strengthen PhD and Masters' programs.
 - b. Enrich the signature undergraduate science experience.
 - c. Advance citizen science and science literacy.
 3. *Improve the workplace quality of life through a leadership culture that values inclusive excellence and challenges the status quo.*
 - a. Cultivate an inclusive and equitable environment where everyone can thrive.
 - b. Develop a culture that recognizes and rewards performance excellence.
 - c. Optimize and invest in support services and space infrastructure.
 - **Discovery Pillars (Convergent Strengths):** Genomics and Precision Medicine; Health Innovation; Advanced Materials; Data and Information Science; Astrophysical and Planetary Sciences
 - **Accountability Metrics:** Freshman retention rate; Graduation rates; Percentage of undergraduates conducting research and studying abroad; Doctoral degrees conferred, Faculty research and impact (papers, expenditures, citations, elected fellows); Diversity, Inclusion, and Equity (representation and success rates of students and faculty, climate data, implicit bias and other training across units), and new philanthropic support (endowment)

- Recruited and developed a diverse, inclusive, and transformational leadership team of 10; including both internal and external (academic and industry) hires:
 - Liliana Concari-Gehring, Chief of Strategy and Operations, from Eli Lilly and Company
 - Dr. Calvin Williams, Associate Dean
 - Dr. Stephen Creager, Associate Dean
 - Dr. Robert Anholt, Director, Faculty Excellence
 - Dr. Trudy Mackay (NAS Fellow), Director and Endowed Chair, CU Center for Human Genetics
 - Dr. Sean Brittain, Chair (Dept of Physics and Astronomy)
 - Dr. David Clayton, Chair (Genetics and Biochemistry)
 - Dr. Saara DeWalt, Chair (Dept of Biological Sciences)
 - Dr. Kevin James, Director (School of Mathematical and Statistical Sciences)
 - Dr. Bill Pennington, Chair (Dept. of Chemistry)
- Established strategic partnership with Clemson Athletics:
 - Cultivating donors together to expand athletics-academic combined giving.
 - Annual science engagement and outreach with Football Spring Game- Tiger Field Day where families engage with hands on science experiments guided by faculty, staff, and students.
 - Faculty Excellence recognition and recruitment support around athletics.
 - Provided laboratory to house a fall 2020 CLIA certified lab for student-athlete saliva based COVID testing per ACC protocol.

Management

- Successfully led the integration of the life, physical, and mathematical sciences into a unified Science identity in terms of culture and processes.
 - Led new branding for Science.
 - Led the development of College by-laws, shared governance committee structure, awards, and policies/processes.
 - Developed and led a new internal and external communications strategy and plan.
- Led organization from a decentralized to a shared services support model.
- Developed the culture of performance based strategic pre-retention increases.
- Opened the new Self Regional Hall (Clemson innovation campus in Greenwood, SC) which now houses the CU Center for Human Genetics; currently engaged in planning on three new state of the art scientific learning and discovery facilities (Advanced Materials Innovation Complex, Center for Human Genetics expansion, and new SCIENCE Building).

Resource Development

- Philanthropy: I work in partnership with the president and development team in engaging with alumni, industry partners, and donors including cultivation, solicitation, and stewardship.
 - Increased College endowment 30%
 - Expanded College endowed professorships 75%
 - Established a culture of unrestricted giving including a Dean's Leadership Circle
 - Assisted in individual/corporate engagement leading to university wide increased giving
- Established culture of operational excellence through clarity in fiscal budgets, shared services model, and strategically managed ~\$80M annual resources to advance science forward at Clemson.
- Increased entrepreneurial revenues to support doctoral student stipends and faculty start-up funds.

College of Science (Clemson University) Key Accomplishments (2017-2021)

During my tenure as dean, our outstanding faculty, staff, students, and leaders have collectively advanced science at Clemson:

- College has made significant gains (2017-2020):
 - Increased freshman retention rate from 91.1% to 93.8%.
 - Increased 6-year graduation rate from 78.7% to 85.9%.
 - Increased undergraduates typically underrepresented in STEM from 12.6% to 16.3%.
 - Increased total annual external research expenditures per tenured/tenure track faculty 60%.
 - Recruited the first woman of color into the tenure track faculty.
- College had three undergraduates selected as Goldwater Scholars in both 2019 and 2020.
- Established 3+2 BS/MS in Physics and Mathematical Sciences with SC State University (HBCU).
- Recruited the first institutional National Academy of Sciences Fellow to lead Clemson's Center for Human Genetics and secured second NIH COBRE award (\$11M) in college.
- Launched a new School of Mathematical and Statistical Sciences.
- Launched the new Genomics and Bioinformatics Support Facility to support faculty and students.

VICE PROVOST, OFFICE OF THE PROVOST, UNIVERSITY OF CENTRAL FLORIDA (2015-2017)

Led Faculty Excellence and UCF Global teams, strengthening UCF's faculty and comprehensive internationalization of the university.

- **Vice Provost, Faculty Excellence and UCF Global, (2016-2017)**
- **Interim Vice Provost, Faculty Excellence, (2015-2016)**
- **Interim Vice Provost, International Affairs and Global Strategies (2015-2016)**

Faculty Excellence Responsibilities and Examples of Accomplishments

- Secured \$25M funding from University Budget Committee and strategically allocated (together with the CFO) 130 new faculty lines to colleges to support UCF's Collective Impact (Strategic Plan).
 - 30 to Faculty Cluster Initiative (Interdisciplinary/Convergent Research Groups)
 - 25 to Targeted Opportunity Program (Inclusive Excellence, Partner, and Preeminent Hires)
 - 75 strategically allocated to the Colleges based on workload (student credit hours)
- Collaborated with the Dean of the College of Engineering and Computer Science to develop and implement preeminence strategy including the recruitment of *five* National Academy Members to UCF.
- Developed and led academic *leadership* programs:
 - Academic Leadership Academy for Faculty
 - Provost Faculty Fellows Program
 - Chairs/Directors Council
 - Chairs Leadership Academy
- Developed and led university faculty *mentoring* programs that were coordinated through Faculty Excellence and delivered primarily through the colleges.
 - Assistant Professor Excellence Program
 - Instructor/Lecturer Excellence Program
- Led faculty and staff in the Office of Faculty Excellence and Center for Success of Women Faculty.
 - Managed the tenure/promotion process, awards, and initiate innovative recognition of faculty.
 - Launched women's mentoring program in UCF's Center for Success of Women Faculty.
- Led Priority Setting COACHE Committee that analyzed the summary of 2015 COACHE (faculty climate) survey results and determined top five priorities for the institution.

UCF GLOBAL Responsibilities and Examples of Accomplishments

- Led UCF's efforts to raise its global profile and develop a coherent, aspirational vision for the university's international activities, including strategic partnerships that extended, enhanced, and integrated a rich network of international relationships and activities in service to UCF's mission.
- Formed internal international affairs committee with membership spanning Student Affairs, Office of Diversity, all 13 Colleges, and UCF Global focused on improved communication, transparency, strategy, and collaboration in our collective quest to advance UCF's global initiatives.
- Managed the Global Achievement Academy (GAA) initiative to increase international student population.
- Managed a UCF Global (International Affairs and Global Strategies) unit with 100 FTE and \$4M budget; Successful integration of units (Study Abroad, English Language Institute, and International Services Center) into a single UCF Global unit with shared services and gained synergies.
- Led building and opening of new Global UCF Building (UCF's new International Hub) bringing together UCF Abroad, English Language Institute, Immigration Services, and Global UCF Program.
- Increased the number of UCF Students Abroad by 50% from 2016 to 2017.
 - Worked together with the UCF Development Team to expand philanthropic support of UCF Abroad.
 - Launched new grants program to develop 30 new Faculty-Led Study Abroad Programs.
- Increased enrollment in the English Language Institute through strategic international partnerships; Strengthened partnerships across colleges and the English Language Institute through support of 10 GTAs in MA and PhD programs in TESOL in College of Arts and Humanities and the College of Education and Human Performance; Led successful accreditation of English Language Institute.

ASSOCIATE DEAN, COLLEGE OF SCIENCES, UCF (2011- 2015)

The College of Sciences consisted of 10 academic departments spanning communication and the physical, biological, social, behavioral, and computational sciences.

Responsibilities and Examples of Accomplishments

- Facilitated, Monitored and Tracked Researchers' proposals and grants; budgeted and managed indirect/overhead funds; Developed and Coordinated seed grants program; Developed and Coordinated Research Focused New Faculty Mentoring Program; Developed innovative programs/initiatives that led to an increase in external funding.
 - Developed and implemented research focused mentoring program for first year tenure track faculty; The success of this program resulted in two additional mentoring programs (assistant/associate professors and instructors/lecturers) that were subsequently scaled across the university.
 - Developed and co-funded with the Office of Research and Commercialization (ORC) a seed program for tenured associate professors that yielded a 10:1 ROI.
 - Developed "meet your program manager" travel fund and program together with ORC.
 - Recruited seasoned NIH panelists to conduct a mock NIH role play "review panel" jointly with the College of Medicine to strengthen junior faculty proposals.
- Coordinated tenure and promotion, faculty awards, annual evaluations, faculty elections, cumulative progress evaluations, college committees, faculty grievances, conflict of interest, and interviewed faculty candidates.
- Envisioned and designed iSTEM (collaboration of 4 STEM/Education Colleges).
- Coordinated Annual Assessment of 40 Academic Programs.
- Assisted the dean with executive board and fundraising.
- COS Research and COS Faculty Affairs improved accuracy, efficiency, and customer service during my leadership (faculty and staff annual surveys).

CO-DIRECTOR, (NSF \$1.8M) EXCEL PROGRAM, UCF (2005-2013)

The EXCEL Program was supported for the first five years through a National Science Foundation \$1.8M STEP 1A grant. I served as the Co-PI and later as the PI for the COMPASS Program which was supported through an NSF Step 1B (\$1.8M) award. EXCEL is a retention program for declared STEM majors and COMPASS is a recruitment program for undecided majors with strong math predictors into STEM majors.

Responsibilities and Examples of Accomplishments

- Recruited, Trained, and Managed STEM faculty and graduate students supporting a 200 freshmen STEM learning community; Coordinated offices on campus to support EXCEL (admissions, advising, assessment, housing, orientation).
 - **Increased STEM 6-year graduation rates 40%.**
 - African American and Hispanic students experienced the largest retention gains from EXCEL.
 - EXCEL is currently a national flagship model for STEM retention.
 - EXCEL continues to receive over 700 applications annually for 200 spots.
- Secured external corporate and private donor funding to support:
 - GEMS (Girls EXCELing in Math and Science) peer mentoring program
 - WISE (Women in Science and Engineering) industrial mentoring program

NCAA FACULTY ATHLETICS REPRESENTATIVE, OFFICE OF THE PRESIDENT (2005-2008)

The NCAA Faculty Athletics Representative is a member of the faculty who has been designated by the institution to serve as a faculty liaison to the athletics department, and as a representative of the institution in conference and NCAA affairs. The NCAA FAR reports directly to the university president and has three main responsibilities: academic integrity, institutional control, and student athlete welfare. From 2002-2005 I shadowed the 25+ year FAR prior to his retirement and assisted the President with NCAA certification, Athletics Director search, and the transition to C-USA.

Responsibilities and Examples of Accomplishments

- Led the development of UCF's first automated (efficient and accurate) system to certify the eligibility of student-athletes for competition. Secured buy-in and support from the Registrar, Undergraduate Studies, and Student-Athlete Advising teams.
 - Certified 500+ NCAA Student-Athletes for competition biannually.
 - Student-Athletes excelled academically (GPA/eligibility/APR).
- Monitored compliance of athletics programs.
- Monitored and supported student-athlete welfare.
- Provided leadership in the governance of athletics and represented the President in academic and student-athlete matters to the athletics department and to faculty.
 - **Chair**, University Athletics Committee
 - Liaison to the Faculty Senate
 - **Board Member**, UCF Athletics Association (2006-2008)
 - Assisted in the successful transition from Atlantic Sun Conference to C-USA.
 - Engaged the FAR's in C-USA on approaches and policies.
- Assisted in the successful integration of collegiate athletics into the fabric of UCF.
 - Secured a faculty block in the on-campus football stadium at the time of its opening.
 - Chaired the Athletics Director Search Committee (2006).
 - Collaborated with the SWA to support a women's sports fundraising initiative.

FACULTY APPOINTMENTS

Professor, School of Mathematical and Statistical Sciences, CLEMSON (2017 – present)
Professor, Department of Mathematics, UCF (2008 – 2017)
Associate Professor, Department of Mathematics, UCF (2002 – 2008)
Assistant Professor, Department of Mathematics, UCF (1997 – 2002)
Instructor, Department of Mathematics, Shoreline Community College, Seattle, WA (1996-1997)

HONORS AND AWARDS

National Recognition of Excellence in Research

Fellow, SPIE (International Society for Optics and Photonics) 2007

Young Investigator Award, Office of Naval Research 2001

National Doctoral Fellowship, National Physical Science Consortium 1993-1997

University of Central Florida Recognition of Excellence

Pegasus Professor 2015

Award that recognizes excellence in teaching, research, and service of senior faculty.
Permanent titled professorship and a one-time supplement

Teaching Incentive Program Award* 2002/2007/2012

Award that recognizes excellence in teaching.

Scholarship of Teaching and Learning Award* 2007/2012

Award that recognizes excellence in scholarship of teaching and learning.

University Professional Service Award 2007/2003

Award that recognizes excellence in professional university service.

Sabbatical Award: *Naval Research Laboratory* 2005

Research Incentive Award* 2004

Award that recognizes excellence in scholarship of teaching and learning.

College of Arts and Sciences Distinguished Researcher Award 2003

College of Arts and Sciences Excellence Undergraduate Teaching Award 2001

*Competitive university award with permanent \$5,000 increase to salary.

CONTRACTS & GRANTS

2015-2016	Peace Corps Co-Principal Investigator	<i>Peace Corps Campus Recruitment</i> \$21,500
2014-2019	National Science Foundation Co-Principal Investigator	<i>CAMP-YES</i> \$525,000
2013- 2014	National Science Foundation Principal Investigator	<i>NSF Workshop (MOOCs)</i> \$50,000
2012-2017	National Science Foundation Principal Investigator	<i>COMPASS (STEP 1B) Program</i> \$1,800,000
2012-2016	National Science Foundation Co-Principal Investigator	<i>STEP Workshop: WORKStep</i> \$50,000
2009-2011	National Science Foundation Co-Principal Investigator	<i>Collaborative Research: SCC Advance</i> \$50,000
2008-2013	National Science Foundation Co-Principal Investigator	<i>Young Entrepreneur and Scholar Program</i> \$600,000
2006-2009	Naval Research Laboratory Investigator	<i>Laser Propagation in the Marine Environment</i> Principal \$49,000
2005-2010	National Science Foundation Co-Principal Investigator	<i>EXCEL (STEP 1A) Program</i> \$1,800,000
2005	Naval Research Laboratory Principal Investigator	<i>Laser Experiment Analysis</i> \$24,864
2003 – 2005	Florida Space Grant Consortium Principal Investigator	<i>Scintillation in an Earth to ISS Link</i> \$12,000
	Florida Space Grant Consortium Principal Investigator	<i>Earth to ISS LaserCom Channel</i> \$60,000
	Florida Space Grant Consortium Principal Investigator	<i>Laser Communications</i> \$29,895
2001 – 2004	Office of Naval Research Principal Investigator	<i>Turbulence Effects on LIDAR</i> \$278,081
1999 – 2000	SPAWAR Principal Investigator	<i>Multi-Spectral Imaging Laser Radar System</i> \$66,498

BOOKS AND BOOK CHAPTERS

Books

- Cynthia **Young**, *Precalculus*, 3rd Ed., John Wiley & Sons Inc., (2018)
- Cynthia **Young**, *Algebra and Trigonometry*, 4th Ed., John Wiley & Sons Inc., (2017).
- Cynthia **Young**, *Trigonometry*, 4th Ed., John Wiley & Sons Inc., (2017).
- Cynthia **Young**, *College Algebra*, 4th Ed., John Wiley & Sons Inc. (2017).
- Cynthia **Young**, *Precalculus*, 2nd Ed., John Wiley & Sons Inc., (2013).
- Cynthia **Young**, *Algebra and Trigonometry*, 3rd Ed., John Wiley & Sons Inc., (2012).
- Cynthia **Young**, *Trigonometry*, 3rd Ed., John Wiley & Sons Inc., (2012).
- Cynthia **Young**, *College Algebra*, 3rd Ed., John Wiley & Sons Inc. (2012).
- Cynthia **Young**, *Precalculus*, John Wiley & Sons Inc., (2010).
- Cynthia **Young**, *Trigonometry*, 2nd Ed., John Wiley & Sons Inc., (2009).
- Cynthia **Young**, *Algebra and Trigonometry*, 2nd Ed., John Wiley & Sons Inc., (2009).
- Cynthia **Young**, *College Algebra*, 2nd Ed., John Wiley & Sons Inc. (2008).
- Cynthia **Young**, *Algebra and Trigonometry*, John Wiley & Sons Inc., (2007).
- Cynthia **Young**, *Trigonometry*, John Wiley & Sons Inc., (2006).
- Cynthia **Young**, *College Algebra*, John Wiley & Sons Inc., (2005).
- Larry C. Andrews, Ronald L. Phillips, and Cynthia **Young**, *Laser Beam Scintillation with Applications*, SPIE Engineering Press, (2001).

Book Chapters

Encyclopedia of Optical Engineering, L. C. Andrews and C. Y. **Young**, "Special Functions", R. G. Driggers (Editor), Marcel Dekker, New York (2003).

Space Sciences, Cynthia **Young** and Fredrick Thomas, "Women in Space," Volume 3: Humans in Space, Macmillan Reference USA, 2001.

Book Chapters/Proceedings (Editor)

Atmospheric Propagation IV, Editors C. Y. Young & G.C. Gilbreath, Proc. of SPIE, **6551** (2007).

Atmospheric Propagation III, Editors C. Y. Young & G.C. Gilbreath, Proc. of SPIE, **6215** (2006).

Atmospheric Propagation II, Editors C. Y. Young & G.C. Gilbreath, Proc. of SPIE, **5793** (2005).

Atmospheric Propagation, Editors C.Y. **Young** & J. R. Stryjewski, Proc. of SPIE, 4976 (2003).

Encyclopedia of Optical Engineering, L.C. Andrews & C.Y. **Young** (Topical Editors for Mathematics Section) Marcel Dekker 2003.

PUBLICATIONS – REFEREED JOURNAL PAPERS

*Graduate Student **Undergraduate Student

1. C.T. Belser*, D.J. Prescod*, A.P. Daire, M.A. Dagley, and C.Y. **Young**, “The role of faculty guest speakers and research lab visits in STEM major selection: A qualitative inquiry,” *Journal of Career and Technical Education*, 33(1) 8-26 (2018).
2. D.J. Prescod*, A.P. Daire, M.A. Dagley, M. Georgiopolous, and C.Y. **Young**, “Exploring Negative Career Thoughts Between STEM Declared and STEM Interested Students,” *Journal of Employment Counseling*, 55(4), 166-175 (2018).
3. C.T. Belser*, D.J. Prescod*, A.P. Daire, M.A. Dagley, and C. Y. **Young**, “The Influence of Career Planning on Career Thoughts in STEM-Interested Undergraduates,” *The Career Development Quarterly*, 66 (2), 176-181 (2018).
4. C.T. Belser*, D.J. Prescod*, A.P. Daire, M.A. Dagley, and C. Y. **Young**, “Predicting Undergraduate Student Retention in STEM Majors Based on Career Development Factors,” *The Career Development Quarterly*, 65 (1), 88-92 (2017).
5. J. London and C.Y. **Young**, “The Role of Massive Open Online Courses (MOOCs) in Engineering Education: Faculty Perspectives on its Potential and Suggested Research Directions,” *International Journal of Engineering Education*, Vol 32, No. 4, 1788-1800 (2016).
6. M. A. Dagley, M. Georgiopoulos, A. Reece*, and C. Y. **Young**, “Increasing Retention and Graduation Rates Through a STEM Learning Community,” *Journal of College Student Retention: Research, Theory & Practice*, 18(2), 167-182 (2016).
7. D.L. Hahs-Vaughn, C.D. Dziuban, C.Y. **Young**, “The Unknown Unknowns: Challenges, Opportunities, and Recommendations for Graduate Students from the Perspective of Postsecondary Administration,” *International Journal of Adult Vocational Education and Technology*, 6(4), 19-29 (2015).
8. C. Y. **Young**, M. Georgiopoulos, S.C. Hagen, C.L. Geiger, M.A. Dagley-Falls, A.L. Islas, P.J. Ramsey, P.M. Lancey, R.A. Straney, D.S. Forde, and E.E. Bradbury, “Improving student learning in calculus through applications,” *International Journal of Mathematical Education in Science and Technology*, 1464-5211 (2011).
9. N.A. Shorter* and C.Y. **Young**, “Comparing assessment methods as predictors of student learning in an undergraduate mathematics course,” *International Journal of Mathematical Education in Science and Technology*, 1464-5211 (2011).
10. K. J. Mayer* and C. Y. **Young**, “Effect of an Atmospheric Spectrum Models on Scintillation in Moderate Turbulence,” *J. of Modern Optics*, **55:7**, 1101-1117 (2008).
11. K. J. Grayshan*, F. S. Vetelino*, and C. Y. **Young**, “A Marine Atmospheric Spectrum for Laser Propagation, *Waves in Random and Complex Media* Volume **18**, Issue 1, Pages 173 – 184 (2008).
12. F. S. Vetelino*, K. J. Grayshan**, and C. Y. **Young**, “Inferring Path Average C_n^2 Values in the Marine Environment,” *J. of the Optical Society of America A*, **24**, 3198-3206 (2007).
13. Frida Strömquist Vetelino*, Cynthia **Young**, and Larry Andrews, “Fade statistics and aperture averaging for Gaussian beam waves in moderate-to-strong turbulence,” *Applied Optics*, **46**, 3780-3789 (2007).
14. R. Lucke and C.Y. **Young**, “Theoretical Wave Structure Function When the Effect of Outer Scale is Significant,” *Applied Optics*, **46**, 559-569 (2007).
15. Frida Strömquist Vetelino*, Cynthia **Young**, Larry Andrews, and Jaume Reolons, “Aperture averaging effects on the probability density of irradiance fluctuations in moderate-to-strong turbulence,” *Applied Optics*, **46**, 2099 – 2108 (2007).
16. A.J. Masino* and C.Y. **Young**, “Atmospheric-Induced Frequency Spread in Optical Waves,” *Journal of Modern Optics*, **53**, 1879-1899 (2006).
17. F. S. Vetelino*, B. Clare, K. Corbett, C. **Young**, K. Grant, and L. Andrews, “Characterizing the Propagation Path in Moderate to Strong Optical Turbulence,” *Applied Optics*, **45**, 3534-3543 (2006).
18. A.J. Masino* and C.Y. **Young**, “Double Pass Wave Structure Function in Weak to Strong Optical Turbulence,” *Waves in Random and Complex Media*, **15**, No. 1, 71-89 (2005).
19. C.Y. **Young**, A.J. Masino*, F. E. Thomas*, and C. J. Subich**, “The Wave Structure Function in Weak to Strong Fluctuations: An Analytic Model Based on Heuristic Theory,” *Waves in Random Media*, **14**, 75 – 96 (2004).
20. C.Y. **Young**, Yadira Gilchrest*, and Brian Macon*, “Turbulence Induced Beam Spreading of Higher Mode Optical Waves,” *Optical Engineering*, 41, 1097 – 1103 (2002).
21. L.C. Andrews, M.A. Al-Habash, C.Y. Hopen (**Young**), and R.L. Phillips, “Theory of Optical Scintillation: Gaussian-Beam Wave Model,” *Waves in Random Media* 11, 271-291 (2001).
22. L.C. Andrews, R.L. Phillips, and C.Y. Hopen (**Young**), “Aperture averaging of optical scintillations: power fluctuations and the temporal spectrum,” *Waves in Random Media* 10, 53-70 (2000).
23. L.C. Andrews, R.L. Phillips, and C.Y. Hopen (**Young**), “Scintillation model for a satellite communication link at large zenith angles,” *Optical Engineering*, 39, 3272 – 3280 (2000).

24. L.C. Andrews, R.L. Phillips, C.Y. Hopen (**Young**), and A. Al-Habash "Theory of Optical Scintillation," *J. of the Optical Society of America A.*, 16, 1417-1429 (1999).
25. C.Y. Hopen (**Young**), "Optical Pulse Propagation through a Slab of Random Medium," *Waves in Random Media* 9, 1-10 (1999).
26. C.Y. Young, L.C. Andrews, A. Ishimaru, "Time-of-Arrival Fluctuations of a Space-Time Gaussian Pulse in Weak Optical Turbulence: An Analytic Solution," *Applied Optics*, 37, 7655-7660 (1998).
27. C. Y. **Young**, A. Ishimaru, L.C. Andrews, "Two-Frequency Mutual Coherence Function of a Gaussian Beam Pulse in Weak Optical Turbulence: An Analytic Solution," *Applied Optics*, 35, 6522-6526 (1996).
28. L.C. Andrews, C.Y. **Young**, W.B. Miller, "Coherence Properties of a Reflected Optical Wave in Atmospheric Turbulence," *J. of the Opt. Soc. of America A* 13, 851-861 (1995).
29. C.Y. **Young** and L.C. Andrews, "Effects of a Modified Spectral Model on the Spatial Coherence of a Laser Beam," *Waves in Random Media* 4, 385-397 (1994).

PUBLICATIONS – CONFERENCE PROCEEDINGS

1. M. Dagley, C. **Young**, M. Georgiopoulos, M. Daire, C. Parkinson, D. Prescod, and C. Belser, "Recruiting Undecided Admits to Pursue a STEM Degree," *123rd ASEE Annual Conference and Exposition* (New Orleans) (2016).
2. L. Massi, P. Lancey, U. Nair, R. Straney, M. Georgiopoulos, C. **Young**, "Engineering and Computer Science Community College Transfers and Native Freshmen Students: Relationships Among Participation in Extra-Curricular and Co-Curricular Activities, Connecting to the University Campus, and Academic Success," *2012 Frontiers in Education Conference*, Seattle, WA, October 3-6, 2012.
3. L. Massi, M. Georgiopoulos, C. **Young**, C. Geiger, P. Lancey, D. Bhati, "Defining an Evaluation Framework for Undergraduate Research Experiences," *Proceedings of the 2011 ASEE Conference and Exposition*, Session AC 2011-1377, Vancouver, BC, June 26-29, 2011.
4. C. **Young**, M. Georgiopoulos, T. Crouse, C. Geiger, A. Islas, S. Hagen, M. Dagley-Falls, P. Ramsey, P. Lancey, "EXCEL in Mathematics: Applications of Calculus," *Proc. of the 2010 ASEE Conference and Exposition*, Session AC 2010-171, Louisville, KY, June 20-23, 2010.
5. M. Dagley-Falls, M. Georgiopoulos, C. **Young**, "Influencing sense of community in a STEM living-learning community: An NSF STEP funded project," *Proceedings of the 2010 ASEE Conference and Exposition*, Session AC 2010-777, Louisville, KY, June 20-23, 2010.
6. L. Massi, M. Georgiopoulos, C. **Young**, A. Ducharme, C. Ford, K. Small, P. Lancey, D. Bhati, "YES: An NSF S-STEM Scholarship Program Experience at the University of Central Florida," *Proceedings of the 2010 ASEE Conference and Exposition*, Session AC 2010-259, Louisville, KY, June 20-23, 2010.
7. F.S. Vetelino*, K.J. Grayshan*, C.Y. **Young**, K.J. Grant, L. Wasiczko, H.R. Burris, C. Morre, R. Mahon, M. Suite, and C. Gilbreath, "A New Marine Spectrum for Laser Propagation," *Proc. of SPIE*, 6551, (2007).
8. F.S. Vetelino*, C. Y. **Young**, and L.C. Andrews, "Fade Statistics for Gaussian beam waves in moderate-to-strong turbulence," *Proc of SPIE*, 6399, (2006).
9. F.S. Vetelino*, C. Y. **Young**, K. Grant, L. Wasiczko, H. Burris, C. Moore, R. Mahon, M. Suite, K. Corbett, B. Clare, C. Gilbreath, and W. Rabinovich, "Initial Measurements of Atmospheric Parameters in the Marine Environment," *Proc. of SPIE*, 6215, (2006).
10. F.S. Vetelino*, J. Reolons, L. Andrews, C. **Young**, B. Clare, K. Corbett, and K. Grant, "PDF Models of the irradiance fluctuations in Gaussian Beam Waves," *Proc. of SPIE*, 6215, (2006).
11. D. C. Cowan*, J. Reolons, L.C. Andrews, and C. Y. **Young**, "Propagation of flattened Gaussian Beams in the Atmosphere: A comparison of theory with a computer simulation model," *Proc of SPIE*, 6215, (2006).
12. F.E. Thomas* and C. Y. **Young**, "Scintillation in moderate to strong optical turbulence along a slant path," *Proc. of SPIE*, 5793, 237-249 (2005).
13. C.J. Subich*, C.Y. **Young**, and S.M. Watson, "Simulation of Wave Structure Function Through Atmospheric Propagation," *Proc. of SPIE*, 5793, 231-236 (2005).
14. A.J. Masino*, C. Y. **Young**, L. C. Andrews, K.H. Swanger*, F. E. Stromqvist Vetelino*, K.J. Grant, K.A. Corbett, and B.A. Clare, "Mean Irradiance: experimental and theoretical results," *Proc. of SPIE*, 5793, 178-184 (2005).
15. F. E. Stromqvist Vetelino*, C. Y. **Young**, L. C. Andrews, K.J. Grant, K.A. Corbett, and B.A. Clare, "Scintillation: Theory vs Experiment," *Proc. of SPIE*, 5793, 166-177 (2005).
16. C.Y. **Young**, A.J. Masino*, and C.J. Subich*, "Atmospheric Induced Frequency Fluctuations along a Slant Path," *Proc of SPIE*, 5338, 253-259 (2004).
17. A. J. Masino*, C. Y. **Young**, and F. Thomas*, "Moderate-Strong Theory Applied to Second Order Statistics," *Proc. of SPIE*, 4976, 188-194 (2003).

18. C.Y. **Young**, A. J. Masino*, and F. Thomas*, "Phase Fluctuations in Moderate to Strong Turbulence," *Proc. of SPIE*, **4976**, 141 – 148 (2003).
19. C.Y. **Young**, "Recent Advances in Modeling of Laser Propagation through the Earth's Atmosphere," *19th Congress on the International Commission for Optics*, *Proc. of SPIE*, **4829**, 187-188 (2002).
20. C.Y. **Young**, "Broadening of Ultra-short Optical Pulses in Moderate to Strong Turbulence," *Proc. of SPIE*, **4821**, 74-81, (2002).
21. C.Y. **Young** (Hopen), Y.V. Gilchrest*, B.R. Macon*, "Turbulence Induced beam spreading of higher order mode optical waves," *Proc. of SPIE*, **4489**, 146-155 (2001).
22. L.C. Andrews, R.L. Phillips, and C.Y. Hopen (**Young**) "Aperture averaging and the temporal spectrum of optical scintillations," *Proc. of SPIE* **3866**, 268-277 (1999).
23. L.C. Andrews, C.Y. **Young** (Hopen), M.A. Al-Habash, R.L. Phillips, and D.E. Tjin-Tham-Sjin, "Fade statistics associated with space/ground laser communication link at large zenith angles," *Proc. of SPIE*, **3763**, 268-277 (1999).
24. C.Y. **Young** (Hopen) and L.C. Andrews, "Optical Scintillation of a Gaussian Beam in Moderate-to-Strong Irradiance Fluctuations," *Proc. SPIE*, **3706**, 142-150 (1999).
25. D.E. Kelly, C.Y. **Young**, and L.C. Andrews, "Temporal Broadening of Ultrashort Space-Time Gaussian Pulses with applications in laser satellite communication," *Proc. SPIE* **3266**, 231-240 (1998).
26. L.C. Andrews and C.Y. **Young**, "Effects of a Modified Spectrum on the Wave Structure Function of a Gaussian Beam," *Proc. SPIE* **2222**, 752-758 (1994).
27. C.Y. **Young**, D.A. Howard, and L.C. Andrews, "The Mutual Coherence Function Based on a Bump Spectrum for Refractive Index Fluctuations," *Proc. of SPIE*, **1968**, 401-412 (1993).

INVITED TALKS

1. "Massive Open Online Courses (MOOCS) and Engineering Education," National Science Foundation [2014].
2. "Bridging the GAP," *Virginia Beach Public Schools Professional Development*, [2012].
3. "Top 10 Teaching Tips: Improve Conceptual Understanding in Mathematics," *VMATYC* [2012].
4. "Trends in GEP Mathematics in Higher Education," *Congressional STEM Education Caucus*, Washington, DC [2012].
5. "Integrating Inquiry Based Learning into College Algebra and Trigonometry," *TCCTA* [2012].
6. "Improving Student Learning in MAT 1033 and MAC 1105," and "Enhancing the Traditional Approach," *Title III Math Redesign, Santa Fe Community College* [2009].
7. "Improving Student Learning in College Algebra and Developmental Math for Student Success", *Anne Arundel Community College* [2008].
8. "Assessing everyone in the Classroom," *Suffolk County Community College* [2007].
9. "Improving Retention in Math 111, 120, and 121," *Virginia State University* [2007].
10. "Improving Student Learning in MAC 1105, MAC 1114, and MAC 1140," *MAA FL* [2007].
11. "Atmospheric Propagation and Channel Effects," *College of Optics*, UCF [2007].
12. "Improving Student Learning in the Algebra, Trigonometry, and Precalculus Environments," *Tidewater Community College* [2007].
13. "The UCF EXCEL Program," Department of Mathematics, UCF [2006].
14. "Identifying and Addressing Challenges in the College Algebra Classroom," Faculty Network Workshop on College Algebra, Chicago [2006].
15. "Atmospheric Laser Propagation," *The Boeing Company*, Albuquerque, NM [2005].
16. "Mathematical Modeling of Atmospheric Effects on Laser Beams," *Armstrong Atlantic State University* [2005].
17. "Atmospheric Propagation," *Applied Optics and Photonics, School of Engineering and Physical Sciences, at Heriot-Watt University*, Edinburgh, Scotland [2004].
18. "Recent Advances in Modeling of Laser Propagation through the Earth's Atmosphere," International Symposium on Optics, Florence, IT [2002].

TEACHING AND LEARNING

Undergraduate Courses Taught

MAT 1033: Intermediate Algebra
MAC 1105: College Algebra
MAC 1114: College Trigonometry
MAC 1140H: Honors Precalculus Algebra
MAC 2147: Pre-Calculus
MAC 2311: Calculus I
MAC 2312: Calculus II
MAC 2313: Calculus III
MAP 2302: Differential Equations
MAP 4363: Applied Boundary Value Problems I
MAP 4364: Applied Boundary Value Problems II

Graduate Courses Taught

MAP 5435: Advanced Engineering Math
MAP 5426: Special Functions
MAP 6938: Wave Propagation through Random Media

Supervision of Graduate Teaching Assistants

Mohammad Obeidat, 2017
Lauren Thomas (McNair Scholar) 2013 – 2015
COMPASS Program (6 GTAs), 2012 – 2013
EXCEL Program (10 GTA's annually), 2008-2013
EXCEL program (8 GTA's annually), 2006-2008

Thesis/Dissertation Advisor

Gabriella Rejniak, M.S., Mathematical Sciences, May 2012
Nichole Shorter, M.S., Applied Mathematics, Dec 2008
Ken Mayer, M.S., Industrial Mathematics, May 2007
Frida Vetelino, Ph.D., Mathematical Science, 2006
Doris Cowan**, Ph.D., Applied Mathematics, 2006
Fredrick Thomas, M.S., Mathematical Science, 2005
Aaron Masino, Ph.D., Applied Mathematics, 2004
Kim Muterspaugh, M.S. Mathematical Science 2001
Yadira Gilcrest, M.S. Mathematical Science 2000
Alysen Heil, M.S. Mathematical Science 1999

** Co-Advised with Larry Andrews

Research Supervisory Committee (spanning four colleges)

Diandra Prescod, Ph.D., Counselor Ed., 2014
Tobias Schmid, Pd.D, Optical Sciences, 2010
Ammar Al-Hamed, Industrial Engineering, 2006
Olga Karotkova, Ph.D., Mathematical Science, 2004
Souley Konate, M.S., Mathematical Science, 2004
Paul Liptack, M.S., Industrial Mathematics, 2004
Barbara Clanton, Ph.D. Mathematics Ed., 2004
Frida Vetelino, M.S. Mathematical Science, 2003
Greg Hall, M.S. Electrical Engineering, 2002
Anne Bower, M.S. Mathematical Science 2001
Maria Hedrick, Ph.D. Mathematics Ed., 2001
Russell M. Takashima, M.S. Applied Math., 2001
James Richards, M.S. Electrical Engineering, 2001
Brian Macon, M.S. Mathematical Science, 2000
Ammar Al-Habash, Ph.D. Applied Math., 2000
Clarrisa Russell, M.S. Mathematical Science, 2000
Sidra Van DeCar, M.S. Mathematical Science, 1999
Deborah Kelly, Ph.D. Applied Mathematics, 1998

Supervision of Graduate Research Assistants (Funded Externally)

Amber Reece (2014- 2015)
Heidi Eisenreich (2012 – 2014)
Todd Smith (2007- 2008)
Frida Vetelino (2004-2007)
Fredrick Thomas (2003-2005)
Doris Cowan (2003-2006)
Aaron Masino (2002-2005)
Eric Nelson (1999-2000)

Supervision of Undergraduate Research Assistants

Ricardo Rodriquez (2009-2010)
Dominique Ross (2008)
Katie Grayshan (2005-2007)
Kenneth Swanger (2004-2005)
Christopher Subich (2002-2005)
Clare Bush (2002-2003)
Sarah Walden (2002-2004)
Fredrick Thomas (2001-2003)

LEADERSHIP DEVELOPMENT

Academy for Innovation in Higher Education Leadership
82nd National Women's Leadership Council
Leadership Enhancement Program

ASU/Georgetown, 2014-2015
American Council of Education, 2013
UCF 2001-2002

PROFESSIONAL SERVICE

STATE OF FLORIDA

General Education Program Mathematics Committee (2012)

CONFERENCE CHAIR ORAGNIZER (International Conferences)

SPIE Defense Symposium, Atmospheric Propagation IV (2007)
SPIE Defense Symposium, Atmospheric Propagation III (2006)
SPIE Defense Symposium, Atmospheric Propagation II (2005)
SPIE Photonics West Symposium, Atmospheric Propagation Conference II (2004)
SPIE Photonics West Symposium, Atmospheric Propagation Conference I (2003)

WORKSHOP CHAIR ORGANIZER

Laser Radar Workshop - January 15, 2002, Florida Space Authority

EDITOR

Encyclopedia of Optical Engineering, L. C. Andrews and C. Y. Young (Topical Editors for Mathematics Section), Marcel Decker Inc. (2003).
Atmospheric Propagation, C.Y. Young & John Stryjewski, SPIE, LASE 2003-2004.
Atmospheric Propagation II, C.Y. Young & G.C. Gilbreath, SPIE Defense Symposium 2005.
Atmospheric Propagation III, C.Y. Young & G.C. Gilbreath, SPIE Defense Symposium 2006.

PARTNERSHIPS AND COMMUNITY ENGAGEMENT (CURRENT BOARDS)

BOARD OF DIRECTORS

SC BIO- LIFE SCIENCES INDUSTRY

A statewide, not-for-profit, public/private life sciences industry association and economic development organization formed to actively promote, build, support, expand, and convene South Carolina's life sciences industry. Official state affiliate of BIO (the Biotechnology Innovation Organization).

BOARD OF TRUSTEES

SOUTH CAROLINA GOVERNOR'S SCHOOL FOR SCIENCE & MATHEMATICS

A public, residential high school that seeks out and advances South Carolina's most talented and motivated students, offering a transforming education in science, mathematics, and engineering that cultivates joy in learning and builds the confidence to engage as ethical leaders with the world's most significant issues.

UNIVERSITY SERVICE (UCF)

UCF STRATEGIC PLAN: *Creating our Collective Impact* [Scale x Excellence = Impact]

The UCF Board of Trustees and President John Hitt charged a Strategic Planning Commission with delivering a road map that defines a 20-year vision and a five-year path. They asked the commission to articulate a bold vision, goals, and metrics through three dimensions of philosophy, value, and distinctive impact. Each dimension had internal and external co-chairs. Conrad Santiago (Ameriprise Financial Services) and I co-chaired the Value Dimension. Once the plan was developed and we shifted to the implementation phase, I was charged with leading the goal of strengthening and diversifying UCF's faculty and staff (2016-2017).

Development: **Co-Chair** for Value Dimension 2015-2016

Implementation: **Lead** for Strengthening and Diversifying UCF's Faculty and Staff 2016-2017

EXECUTIVE LEADERSHIP SEARCH COMMITTEES

Chair, Provost Search Committee, 2014

Provost Search Committee, 2009

Chair, Athletics Director Search Committee, 2006

Athletics Director Search Committee, 2003

ATHLETICS

Board Member, UCF Athletics Association (2006-2008)

Chair, University Athletics Committee (2005-2008)

Academic Eligibility Retention Committee (2003-2008)

FACULTY SENATE

Faculty Senate Personnel Committee (2015- 2017)

College of Arts and Sciences At Large Senator (2002-2003, 2003-2004)

Faculty Senate Steering Committee (2002-2003, 2003-2004)

UNIVERSITY COMMITTEES

President's Advisory Staff (2015- 2017)

University Budget Committee (2015- 2017)

Chair, COACHE Committee (2015-2017)

Chair, Associate Deans Council (2015- 2017)

UCF Downtown Steering Committee (2014-2016)

UCF Master Planning Committee (2014-2015)

Co-Chair, Foundations of Excellence, Gardner Institute (2014-2015)

Undergraduate Research Council (2002-2005)

Chair, Women in Science and Engineering (2000-2004)

ADMINISTRATIVE AND CLUSTER HIRE SEARCH COMMITTEES

Chair, Geospatial Analysis Cluster - multiple hires (2014)

Chair, Executive Director of Financial Aid (2013)

Director of Burnet School of Biomedical Sciences (2013)

Dean of the School of Optics and Photonics (2007)

Dean of the College of Sciences (2006)

May 8, 2021

From: Cynthia Y. Young, PhD
Founding Dean and Professor of Mathematical and Statistical Sciences
College of Science
Clemson University

To: FSU Presidential Search Advisory Committee

Dear FSU Presidential Search Advisory Committee,

I am honored to be nominated for the position of President of Florida State University. I have always aspired to lead a public, research-intensive (R1), student-centric university because of the significant positive impact on the lives and livelihoods of people within the state, nation, and beyond; particularly a university in the ACC or SEC because of my passion for and significant experience in intercollegiate athletics. I currently serve as the *Founding* Dean of Clemson University's College of Science. Clemson is a very special university and my experience as the CEO, external advocate, and fundraiser for a new college has helped me prepare for the presidency. I am "all in" at Clemson and would only consider an exceptional opportunity- one in which the institution's history, mission, and aspirations align with my experiences, talents, and core values. The FSU Presidency is that rare, once-in-a-decade opportunity I am compelled to pursue.

I have spent my career in higher education at two public, R1, student-centric universities, each with excellence spanning the arts, humanities, sciences, professional programs, and intercollegiate athletics. The size and complexity of billion-dollar enterprises have provided me the opportunity for collective impact and scale, both of which are in my DNA. As a new PhD in applied mathematics, I was drawn to the University of Central Florida for the opportunity to build a premier optics research program while fueling my love of teaching at a young university that was leaning into innovation, interdisciplinarity, and partnership and was focused on who they included, not who they excluded. As a university leader, I was drawn to Clemson University for the opportunity to build a *new* world-class College of Science at a top 25 public university recognized as a national leader in the undergraduate student experience, alumni giving, and intercollegiate athletics. The university had just completed a new strategic plan and was charting a bold new path toward national research prominence akin to the Association of American Universities (AAU). As I have begun developing a mental model of where FSU is positioned today, I am drawn to the potential of 'us' because I am convinced my knowledge, experiences, and talents align with the many opportunities I envision for FSU's next president.

FSU seeks a leader with the ability to craft a bold vision for the University's future while enhancing its commitment to advancing in the national rankings. My first priority as the Founding Dean at Clemson was to create a bold vision and strategic roadmap for the new college. Leading the development of the *SciForward* plan has shaped my approach to strategic planning. I first started by listening and learning all I could from diverse stakeholders through a SWOT analysis

and then challenged teams to dream big when answering: who do we aspire to be and why is that important and unique to us? Ultimately, we converged on a clear, concise, and compelling set of ambitious overarching goals with key strategies, metrics, and enablers that both internal (faculty, staff, students, university leaders, and the BOT) and external (alumni, corporate partners, the state legislature, community leaders, and friends) stakeholders support and value. The Future of Florida State Strategic Plan 2017-2022 has been a good institutional excellence plan. The university has a strong foundation for advancing in national rankings with the SUS framework of the Performance-Based Funding Model and the Preeminence Funding Metrics (which I was laser focused on as a vice provost in the SUS). I see the institution as a rapidly ascending new kind of preeminent university where the focus is on integrating an elite research culture with a liberal arts education; consistently delivering on faculty, academic, inclusive, and operational excellence; and continuing to challenge higher education's iron triangle of quality, accessibility, and affordability. FSU is home to internationally acclaimed faculty, has eliminated family income as a measure of degree attainment, and has best-in-class four-year graduation rates. The time is now to capitalize on current momentum and the innovation born during the pandemic, and to seize this opportunity to dream big as the FSU family casts its collective sights forward.

Promoting external relations and serving as an energetic fundraiser and advocate for the University; Leadership in growing the Research/Creative enterprise; Serving as an effective partner with the Florida Legislature, the University Board of Trustees, and the SUS of Florida Board of Governors to advance FSU's institutional priorities and academic mission. The right strategic partnerships can be powerful. As a faculty member in the Florida SUS developing mathematical models for the atmospheric effects on optical communication channels and new approaches to improving student learning and efficacy in mathematics, I developed strong interdisciplinary collaborations and partnerships with federal agencies. This fueled two decades of sustained external funding that accelerated both scientific discovery and new educational programs. During my tenure as dean at Clemson our faculty have increased scholarly productivity and nearly *doubled* our external funding. As the CEO of a new college I have had the opportunity to engage with alumni, corporations, and private donors who are inspired by the significance of our impact and have committed new support through student engagement opportunities, endowed faculty positions, endowed scholarships/fellowships, increased annual giving, and expansion of unrestricted giving. FSU is fortunate to have such a strong Seminole community who together exceeded the \$1B goal in the *Raise the Torch* campaign. National prominence in the arts, academics, and athletics is accelerated by philanthropy and as the focus turns to the future capital campaign the next president has the opportunity to lead the Seminole community in helping catapult FSU to great heights. At Clemson, we recruited a member of the National Academy of Sciences in 2018 to lead a new Center for Human Genetics that is housed in the College of Science and located at one of our innovation campuses. The state legislature, the university, a local clinical partner, and a philanthropic foundation had come together around economic development, building research prominence, and improving health outcomes through translational science. This partnership led to a new cutting-edge science building, an endowed director position, and a cluster of six faculty in the genomics of human health landscape. The power of this partnership is evident in the exceptional faculty talent that we were successful in recruiting; who after one year have already secured \$13M in NIH funding. The number of PhD students in genetics has increased

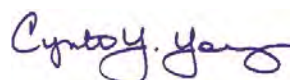
significantly, the shared core facility will soon start generating entrepreneurial revenues, and the team is supporting clinicians with genome scale data for patients impacted with rare, undefined genetic diseases. The power of partnership has been essential to the success that I have had in my career and I will bring that spirit of collaboration to this Presidency.

Providing leadership for a successful intercollegiate athletics program steeped in a commitment to athletic prowess, integrity, and sportsmanship. Athletics is often called the front porch of the university. When a university is competing for national championships, leading the conference in academic success, and helping student-athletes develop as leaders, it enhances the local community, encourages alumni engagement, drives athletic-academic combined philanthropic support, and increases the national visibility of the university. As a former student-athlete, NCAA Faculty Athletics Representative, and university leader with athletics partnerships, I have a diverse and rare blend of intercollegiate athletics knowledge, experience, and personal passion for sport to bring to the Presidency.

A key leader in supporting FSU's existing initiatives and strengthening its efforts toward upholding its commitment to addressing issues pertaining to diversity, equity, and inclusion (DEI). My approach to strengthening DEI has been to focus on increasing representation, strengthening the inclusivity of our culture, and integrating DEI into the fabric of the University. During my tenure as the founding dean, we were the first college to have an associate dean for inclusive excellence, to develop and implement an inclusive excellence strategic plan, and to integrate DEI into our shared governance. Our faculty, staff, students, and leaders have been deliberate in our development through DEI training and education. The results have been an increase in the representation of women, people of color, and those who identify as LGBTQIA+ among our faculty, students, staff, and leaders and a noticeable strengthening of the inclusivity of our culture. Although we have taken positive steps forward, there is still much work ahead. I will bring this ethos and my commitment to DEI to the FSU Presidency.

In closing, higher education will forever be different as we emerge from this pandemic and many institutions will attempt to reset to their old normal. I look forward to leading a university that will boldly reimagine its new future. The 16th President of FSU has a challenging and exciting leadership opportunity ahead. I am inspired by challenges, fueled by connections with people, and am ready to harness all of my experiences, talents, and energy to help elevate Florida State University to new heights. I believe in the potential of “us” and look forward to exploring my candidacy with you further.

Sincerely,



Cynthia Y. Young

MICHAEL K. YOUNG

PRESIDENT EMERITUS

PROFESSOR OF LAW AND PROFESSOR OF PUBLIC POLICY

TEXAS A&M UNIVERSITY

BUSH SCHOOL OF GOVERNMENT AND PUBLIC SERVICE

4220 TAMU

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MKYOUNG@TAMU.EDU

PRESENT POSITIONS

President Emeritus, Professor of Law, and Professor of Public Policy
Texas A&M University, 2020

FORMER POSITIONS

President
Texas A&M University, 2015-2020

President and Professor of Law
University of Washington, 2011-2015

President Emeritus and Distinguished Professor of Law
The University of Utah, 2011-

President and Distinguished Professor of Law
The University of Utah, 2004-2011

Dean and Lobingier Professor of Comparative Law and Jurisprudence
George Washington University Law School, 1998-2004

Fuyo Professor of Japanese Law
Columbia University, 1978-1998

Director, Center for Japanese Legal Studies
Columbia University, 1985-1998

Director, Center for Korean Legal Studies
Columbia University, 1995-1998

Co-Director, Program on Religion, Human Rights and Religious Freedom
Columbia University, 1994-1998

Member, Trade and Environmental Policy Advisory
Office of the U.S. Trade Representative, Executive Office of the President, 2000-2006

Senior Advisor

Quinn, Emanuel, Urquhart, Oliver & Hedges, 2002-2006

Chair, U.S. Commission on International Religious Freedom, 2001-2002; 2003-2004

Vice-chair, U.S. Commission on International Religious Freedom, 2002-2003

Member, U.S. Commission on International Religious Freedom, 1998-2005

Member, Committee on International Judicial Relations

Judicial Conference of the United States, 1999-2005

Member, *Brown v. Board of Education* 50th Anniversary Commission, 2003-2004

1999-2001 U.S. Air Force Academy, Board of Visitors
Member

1995-1998 POSCO Research Institute
Fellow

1996 U.S. House of Representatives
Select Subcommittee on Transfers of Iranian Arms to Bosnian Muslims
Counsel

1992-1993 U.S. Department of State
Ambassador for Trade and Environmental Affairs

1991-1993 U.S. Department of State
Deputy Under Secretary for Economic and Agricultural Affairs

1989-1991 U.S. Department of State
Deputy Legal Adviser

1986-1989 Skadden, Arps, Slate, Meagher & Flom
Of Counsel

1984-1986 Milbank, Tweed, Hadley & McCloy
Of Counsel

HONORS AND AWARDS

Distinguished Service Award, L.D.S. International Association, 2011

International Leader of the Year (presented by the World Trade Association of Utah), 2008

U.S.-China Educational Collaboration Leadership Award, Chinese Association for Science and
Technology - USA, 2008

Knighthood by His Royal Highness of Portugal into the Order of St. Michael of the Wing, 2007

Helping Hands Award, Utah Youth Village, 2006

Award in Recognition of Excellence in the Promotion of International Religious Freedom, The Church of Jesus Christ of Latter-day Saints, 2006

Distinguished Service Award, J. Reuben Clark Society, Los Angeles Chapter, 2006

Award for Distinguished Service in Promoting Religious Freedom, The International Center for Law Religious Studies at Brigham Young University, 2005

Communicator of the Year Award, Utah Chapters of the Public Relations Society of America and the International Association of Business Communicators, 2005

Award of Excellence in Education, Utah Hispanic Chamber of Commerce, 2005

Award for Excellence in Ethics, Utah Valley State University, 2004

Honored Alumni of the Year, College of Humanities, Brigham Young, 1995

PROFESSIONAL ACTIVITIES

University Research Association, Chair Council of Presidents, 2018-2020

Rocky Vista University College of Osteopathic Medicine Southern Utah Exec Advisory Council, Member, 2016-

Homeland Security Academic Advisory Council, Dept. of Homeland Security, Member, 2016-

Greater Houston Partnership, Board Member, 2016-

Washington State Economic Development Commission, Member, 2012-2015

City of Seattle Economic Development Commission, Member, 2013-2015

U.S. Commission on International Religious Freedom, Chair, 2001-2002, 2003-2004; Vice-chair, 1999-2000

Council on Foreign Relations, Member

American Bar Foundation, Fellow, 1999-Present

Harvard Law Review Board of Overseers, Member, 2008-Present

American Council on Education Commission on International Initiatives, 2007-Present

Trees Fellowships at the Grand Canyon Trust Advisory Council, Member, 2007-2011

Judicial Conference of the United States, Committee on International Judicial Relations, Member, 1999-2005

Project on Religion, Rights and Religious Freedom: An International Exchange and Research Project, Columbia University, Director, 1994-1998

Project on German and Korean Unification, Columbia University, Centrum für Angewandte Politikforschung, and the Korean Economic Research Institute, Member, 1997-2000

Japan Society Public Affairs Programs Advisory Committee, 1995-1999

World Trade Organization, Consultant, 1997-1998

Japan Society Professional Fellows Selection Committee, Member, 1994-2004

U.S. Department of State, Consultant, 1993-1995

The Japan Business Law Journal, Board of Editors, 1979-1981

Doing Business in Japan (Matthew-Bender), Board of Editors

Association of the Bar of the City of New York, Committee on Federal Legislation, Member, 1981-1983

Association of American Law Schools, Section on Graduate Studies, Chairman, 1989-1990

Association of American Law Schools, Section on Comparative Law, Chairman, 1987-1988

Yale Law School, Lecture-in-Law, 1986-1987

Admission to the Bar – California and New York

PROFESSIONAL ASSOCIATION MEMBERSHIPS

2015-	Southeastern Conference Presidents and Chancellors
2011-	Worldwide Universities Network (WUN)
2011-	Association of American Universities
2011-2015	Association of Pacific Rim Universities
2011-	Association of Public and Land-grant Universities
2011-	Association of Governing Boards of Colleges and Universities
2011-2015	Pac-12 Conference Chief Executive Officers
2018-2020	University Research Association, Chair, Board of Advisors

COMMITTEE AND BOARD MEMBERSHIPS

2016-	Greater Houston Partnership
2011-2015	Washington Council on Aerospace
2011-2015	Technology Alliance
2011-2015	University of Washington Medicine Board
2011-2015	William D. Ruckelshaus Center, Advisory Board
2011-2015	Seattle Community Development Roundtable
2011-	Global Health Nexus
2011-2014	Prosperity Partnership, Co-chair
2011-2015	UW Advisory Committee on Real Estate
2011-2015	UW Investment Advisory Committee
2009-2011	SkyWest, Inc., Board of Directors
2008-2011	The East-West Center Board of Governors
2006-2011	The Craig H. Neilsen Foundation Board of Directors
2004-2011	National Campaign to Stop Violence, Board of Directors
2004-2011	The Herbert I. And Elsa B. Michael Foundation Advisory Board

2004-2011 The Tanner Lectures on Human Values Board of Trustees

EDUCATION

Undergraduate: Brigham Young University, Provo, Utah
B.A., *Summa Cum Laude* with *Highest Honors*, 1973
Degree: Political Science and Japanese

Legal: Harvard Law School, Cambridge, Massachusetts
J.D., *Magna Cum Laude*, 1976

Activities: *Harvard Law Review*, Board of Eds., 1974-75
Harvard Law Review, Note Editor, 1975-76
Japanese Legal Documents Seminar
East Asian Legal Studies Program

Scholarships: National Defense Foreign Language Fellowship (NDEA Title VI) to study Japanese in conjunction with Law School courses, 1975-1976

ACADEMIC HONORS

Brigham Young University: *Summa Cum Laude*
Highest Honors designation in Honors Program
Edwin O. Hinckley Social Science Scholarship, 1972-1973
Elected Phi Kappa Phi Honor Society
Elected Phi Eta Kappa Honor Society
Elected Archon Honor Society
Dean's Honor List (top 2% of class) all semesters

Harvard Law School: Harvard law Review
Magna Cum Laude
Honorable Mention, Ames Moot Court, Best Brief Competition, 1st Year

Postgraduate: Japan Foundation Fellow
Japan Foundation, 1979-1980

LEGAL EXPERIENCE

Department of State: Head of Delegation, Conference on Security and Cooperation Negotiations for a Multilateral Pacific Settlement of Disputes Mechanism, Valletta, Malta, 1990

Alternate Head of Delegation, United Nations Conference on Environment and Development (UNCED), Rio de Janeiro, Brazil, 1992

Chief Counsel, U.S. Delegation, 2+4 German Unification Negotiations, 1989-90

Visiting Scholar: University of Tokyo
Faculty of Law
Tokyo, Japan
1978-80, 1983

Visiting Professor: Waseda University
Tokyo, Japan
1989

Nihon University
Tokyo, Japan
1985

Fellow: POSCO Research Institute, 1996 to Present

Judicial Clerkships: The Honorable William H. Rehnquist
Associate (Chief) Justice, United States Supreme Court
1977 Term

The Honorable Benjamin Kaplan
Associate Justice, Supreme Judicial Court of Massachusetts
1976 Term

Other: Baker & McKenzie, Tokyo, Japan
Law Clerk - Translator, Summer 1974

Munger, Tolles, Hills & Rickershauser
Los Angeles, CA
Law Clerk, Summer 1975

Orrick, Herrington, Rowley & Sutcliffe
San Francisco, CA
Law Clerk, Summer 1976

Quinn, Emanuel, Urquhart, Oliver & Hedges
Los Angeles, CA
Senior Advisor

Natl Advisory Comm for the North American Agreement on Labor Cooperation
Chair, 2000-04

OTHER EMPLOYMENT EXPERIENCE

Teaching: Teaching Assistant, Political Methodology
Brigham Young University, 1972-1973

Research: Head Research Assistant, Asian Educational Resource Project
Brigham Young University, 1971-1972

Research Assistant, Political Science Department
Brigham Young University, 1971-1972

Other: Supervisor and Ski Instructor, Utah County Ski Instructors
Sundance Ski Resort, 1967-1973
CrossFit Level 1 trainer, 2014 - present

PUBLICATIONS

Books and Monographs:

International Environmental Law: Cases, Materials, Problems (with T. Schoenbaum) (3rd Ed., 2017).

International Environmental Law: Cases, Materials, Problems (with T. Schoenbaum) (2nd Ed., 2014).

The Fundamentals of U.S. Trade Law and Policy (Carolina Academic Press, 2nd Ed., December 2011).

International Environmental Law: Cases, Materials, Problems (with D. Anton & T. Schoenbaum (1st Ed., 2011).

Japanese Law in Context: Readings in Society, the Economy, and Politics (with M. Ramseyer & C. Milhaupt, 2002, Harvard University Press).

Trilateral Perspectives on International Legal Issues: Relevance of Domestic Law & Policy (ed., 1996).
Ho wa Nichibei wo Hedateru Ka? (Does Law Create a Separation Between Japan and the United States?) (1990).

American Lawyers in Japan: Opportunities and Obstacles for Clients and Practitioners (Japan Society, 1989).

Foreign Acquisitions in Japan: Hurdling the Ultimate Barrier (with W. Ames, 1985).

Articles (English):

“Embarking on a Love Affair,” *Leading Colleges and Universities*, (Stephen Trachtenberg, E. Gordon Gee, Gerald B. Kauvar) (ed., 2018)

“Human Rights, Religious Liberties and the Growth of Democracy,” *The Henry M. Jackson/William J. Van Ness Lectures on Leadership, Henry M. Jackson Foundation*, (May 30, 2012)

“Non-State Actors in the Global Order,” *The University of Utah Law Review*, vol. 2010, no. 1, pp. 81-90 (2010).

“Religious Freedom,” in *Life in the Law 119* (S. Cameron, G. Fletcher, J. Wise, eds.) (2009).

“The Relevance of Religious Freedom,” in *Clark Memorandum*, J. Reuben Clark Law School, Brigham Young University, pp. 14-19 (Spring 2008).

“Footings of Mormon Conceptions of Law: Vantage Points for Understanding Constitutional Law and the Law of Religious Freedom,” in *Faith and Law: How Religious Traditions from Calvinism to Islam View American Law* 149-171, R. Cochran, Jr., ed.; with W.C. Durham, Jr., B. Scharffs (2008).

“Religious Freedom as an International Human Right: A Few Lessons from the Trenches,” (Perspective, vol. 7, no. 2, pp. 62-76 (2007).

“Japanese Attitudes Towards Contracts: An Empirical Wrinkle in the Debate,” 34 *The George Washington International Law Review* 789-852 (with M. Kato & A. Fujimoto) (2003).

- “Lessons From the Battle Front: U.S.-Japan Trade Wars and Their Impact on the Multilateral Trading System,” 33 *The George Washington University International Law Review* 753-790 (October, 2001).
- “And What Surprised You Most About Your New Job? Reflection on Becoming a Dean,” *Symposium: Leadership in Legal Education, Issue II*, 33 *U. Toledo L. Rev.* (Sept. 2001).
- “The Role of the Attorney-Adviser in the U.S. Department of State: Institutional Arrangements and Structural Imperatives,” 61 *Duke Journal of Law and Contemporary Problems* 133 (1998).
- “External Monitoring of Domestic Religious Liberties,” 1998 *Brigham Young University Law Review* 501.
- “The Constitution Ignored: Review of *The Constitutional Case Law of Japan, 1970 through 1990*” (Beer & Itoh, eds., 1996), *Monumenta Nipponica* (1997).
- “Religious Liberties and Religious Tolerance: An Agenda for the Future,” 1996 *Brigham Young University Law Review* 973.
- “International Dispute Resolution: Lessons from Malta,” in *Trilateral Perspectives on International Legal Issues* 431 (Michael K. Young, ed., 1996).
- “Dispute Resolution in the Uruguay Round: Lawyers Triumph over Diplomats” in *The International Lawyer*, Vol. 29, No. 2 (1995).
- “Introduction to Japanese Law,” in *Japan Business Law Guide & 1-050 to & 8-900* (2,001 to 7,294) (M. Matsushita, ed., 1995).
- “The Japanese Legal System: History and Structure,” in 2 *Doing Business in Japan* 3-1 to 3-45 (Z. Kitagawa, ed., 1995).
- “Privatization in Eastern Europe: Experience and Expectations,” in *Privatization in Eastern Europe: Legal, Economic, and Social Aspects* 6 (H.Smit & V. Pechota, eds., 1994).
- “Training for Global Competency in the Legal Profession: One School’s Experience,” in *Educational Exchange and Global Competence* 103 (R. Lambert, ed., 1994).
- “Structural Adjustment of Mature Industries in Japan: Legal Institutions, Industry Associations & Bargaining,” in *The Promotion and Regulation of Industry in Japan* 135 (S. Wilks & M. Wright, eds., 1991).
- “The Legal Profession in Japan: Misleading Comparisons and Unasked Questions,” in *Conflict and Integration: Comparative Law in the World Today* 131 (T. Kojima, ed., 1988).
- “Foreign Law Solicitors in Japan: A Case Study in Transnational Dispute Resolution and Marginal Reform,” 21 *Law in Japan* 84 (1988).
- “Administrative Guidance and Industrial Policy: Participatory Policy Formation and Execution in Japan,” in *EibeiHo Ronshu: Tanaka Hideo Sensei Kanreki Kinen* 569 (K. Fujikura, ed., 1987).
- “Japanese Antitrust Policy and Practice: Competition, Patterns of Governance and Participation,” in *Fragile Interdependence: Economic Issues in U.S. - Japanese Trade and Investment* 77 (T. Pugel with R. Hawkins, eds., 1986).

- “Modern Japanese Law,” in *The World’s Legal Systems: Past and Present* (Condyne Law Tapes, G. Bermann & J. Hazard, eds., 1986).
- “Traditional Japanese Law,” in *The World’s Legal Systems: Past and Present* (Condyne Law Tapes, G. Bermann & J. Hazard, eds., 1986).
- “Structurally Depressed and Declining Industries in Japan: A Case Study in Minimally Intrusive Industrial Policy,” *Japanese Economy and Trade with the United States* 181 (D. Nanto, ed., 1986).
- “Dispute Resolution in Japan: Patterns, Trends and Developments,” in *Legal Aspects of Doing Business with Japan* (I. Shapiro, ed., 1985).
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- “Economic Security: Japan Reviews Its Options,” *2 Journal of Japanese Trade & Industry* 31 (Jan/Feb, 1983).
- The Role of Law and Lawyers in Japan and the United States* (Occasional Paper No. 16, The Woodrow Wilson International Center for Scholars, East Asia Program, 1983).
- Center for Law and Economic Studies: Conference on Industrial Policy 111-140 (L. Kaden, ed., Occasional Papers of the Center for Law and Economics, Columbia University, 1983).
- “The Future of U.S. - Japan Trade Relations and the Need To Do More,” in *Business Transactions with China, Japan and South Korea*, Chapter 6 (H. Smit & P. Saney, eds., 1983).
- “Amendments to Company Law Strengthen Internal Auditing Procedure,” *3 East Asian Executive Reports* 13 (No. 8, Aug. 15, 1981).
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- “Supreme Court Note, *Warth V. Seldin*, Standing to Challenge Exclusionary Zoning Ordinances,” *89 Harv. L. Rev* 189-195 (1975).
- “Japanese Prefectural Government,” *6 Asia* 55 (1973).
- “Asian Educational Resources, Project – Developmental Study of Japan,” *B.Y.U. Monograph Series* (1972).

Articles (Japanese):

- “Ho to Nihon no Shakai - Ho wo Kaenai Kaisai Ho (Law and Japanese Society: Amendments that Do Not Amend),” *Ho no Shihai* (April, 1997).
- “Nihonjin no Keiyakukan (Japanese Attitudes Towards Contracts),” in 1096 *Jurisuto* 44 (with M. Kato, 1996).
- “Nihonjin no Kakukuni Imaji to Keiyaku Funso (Contractual Disputes and the Image Japanese Hold of Various Countries),” in 1096 *Jurisuto* 60 (with M. Kato, 1996).
- “Amerikajin Kara Mita Nihonjin no Keiyakukan (Japanese Attitudes Towards Contracts As Seen From the Perspectives of an American),” in 1096 *Jurisuto* 69 (1996).
- “Uruguai Raundo ni okeru Funso Shori: Gaikokan ni taisuru Horitsuka no Shori (Dispute Resolution in the Uruguay Round: Victory of Lawyers over Diplomats),” 23 *Kokusai Shoji Homu* 223 (1995).
- “Amerika no Iken Shinsasei (The System For Determining Constitutionality in America),” in 1037 *Jurisuto* 122 (1994).
- “Amerika no Renpo Saiko Saibansho: Ro Kuraku to sono Eikyo wo Chushin toshite” (The United States Supreme Court: A Comparative Analysis of the Role and Function of the Law Clerk and the Chosakan), 1979-1 *Amerika Ho* 1.
- “Iken Shinsa wo suru Saibankan to Sono Shuhen: Amerika no Iken Shinsasei (Judicial Review of Constitutionality: The American Judicial Review System),” 1037 *Jurisuto* 122 (1994).
- “Shinkyokumen wo Mukaeru Nichi-Bei Kankei: Kurinton Seikenka ni okeru Boeki Seisaku no Aratana Tenkai (A New Phase in U.S.-Japan Relations: Trade Policy Under the Clinton Administration),” 1030 *Jurisuto* 96 (1993) (Part I); 1031 *Jurisuto* 86 (1993) (Part II); 1032 *Jurisuto* 88 (1993) (Part III); 1033 *Jurisuto* 90 (1993) (Part IV).
- “Ho-Nichibei Ishiki Gyappu wo Umu Mono” (Law - Development of Perceptual Gaps between The United States and Japan) *Jetro Sensor* (Monthly articles in every issue from 1987 to 1989, beginning with Vol. 37, No. 1).
- “Beikoku Sumitomo Shoji Jiken Hanketsu ni tsuite no Oboegaki -- Yaya Kotanatta Shikaku Kara” (*Sumitomo Shoji American, Inc. v. Avagliano*: A Different Perspective), 11 *Kokusai Shoji Homu* 308 (May 1983).
- “Amerika Torihiki Ho Kenkyukai no Rensai ni attate” (A Continuing Series of the Studies of the American Commercial Law Study Group), 11 *Kokusai Shoji Homu* 228 (April 1983) (with M. Kato).
- “Nyuyoku Tayori” (New York Tidings), 9 *Law School* 114 (Sept. 1982, No. 48).
- “Nichibei Shiho wo Kataru: Kokyo Sosho, Wakai, Chotei, Shikko nado wo Chushin ni” (A Comparative Examination of Japanese and American Litigation: Public Interest Litigation, Compromise, Mediation, Enforcement, Etc.), 49 *Ho no Shihai* 94 (1981-82).

“Amerika Saibansho ni okeru Horitsu Chosakan no Yakuwari” (The Role of the Law Clerk in American Courts: A Comparative Analysis), *The Meiji University Gakujutsu Kokusai Koryu Sanko Shiryoshu*, No. 58 (July 1980).

“Joso no Mondai ni tsuite” (Problems of the Appellate Process), *24 Hogaku Seminar* 148 (1980).

“Amerika Shiho Seido Shintenkai” (Developments in American Civil Litigation), *721 Jurisuto* 34 (1980).

“Amerika no Shiho Jujo wo Kataru: Toku ni Renpo Saikosai ni tsuite” (The Present Condition of the American Judiciary: In Particular, of the U.S. Supreme Court), *16 Shiho no Mado* 2 (May 1980).

“Nihon Ho to Amerika Ho” (Japanese Law and American Law), *15 Law School* 94 (1979) (with T. Nomura and M. Kato).

“Horitsu Kyoiku to Horitsuka” (Legal Education and Jurists: A Comparative Analysis), *700 Jurisuto* 72 (1979) (with T. Yamda).

“Ho wa Nichibei wo Hedateruka”, *JETRO*, (1989)

Newspapers & Popular Journals:

“Industry, Academia, and Government Collaboration: A Game Changer for U.S. Economic Future” *Forum for Innovation* (May 17, 2013)

“Turning the University Inside Out,” *Huffington Post* (March 7, 2013)

“Toanai Nairinwa: Chotaikoku no Sekinin Ninshiki Seyo” (Unacceptable Internal Dialogues: Be Conscious of the Responsibilities of a Super-Power), *Hokkaido Shimbun* (October 27, 1986).

“Kado no Izon Dakkyaku: Nichibei Kankei, Seijutai no Dankyu ni” (Breaking Away from Excessive Dependence: U.S. - Japan Relations, In a Stage of Maturation), *Hokkaido Shimbun* (June 13, 1986).

“Nezuyoi Taiwa no Yoko: ‘Bunko no Sa’I’ Manabiau Toki” (The Cross-Section of a Deep-Seated Dialogue: Time to Learn Together from our ‘Cultural Differences’), *Hokkaido Shimbun* (February 17, 1986).

“Tsuyomaru Seiji Kihan: Taishu no Iradachi wo Han’ei” (Strengthening the Political Base: Reflection of the Annoyance of the Public), *Hokkaido Shimbun* (October 21, 1985).

“Jiyu Boeki Hoki mo: Kosei, Byodo Kakuho Sareneba” (Abandonment of Free Trade: In the Absence of Guarantees of Fairness and Equality), *Hokkaido Shimbun* (July 8, 1985).

“Jiyu Boeki ni Rikai: Mondai Wa Gikai no Tsuyoi Atsuryoku” (Understanding in Free Trade: The Problem is Strong Pressure from Congress), *Hokkaido Shimbun* (January 21, 1985).

“Keizai men de Ittaishi: Shijo Kakuran Kyokudo ni Keikai -- Beikoku Kara Mita Nichikan” (A Monolithic View from an Economic Perspective: Market Disturbances, a Severe Warning Regarding Japanese-Korean Relations as Seen from the United States), *Hokkaido Shimbun* (October 22, 1984).

“Monko Kaiho wo Hyoka” (The Value of Opening the Gates), *Hokkaido Shimbun* (June 18, 1984).

- “Sakerarenu Bei Senryaku Izon Rongi” (Discussions of the Unavoidability of Reliance of U.S. Military Strength), *Hokkaido Shimbun* (December 7, 1983).
- “Seiji Dotoku wo Keishi” (Neglect of Morality in Politics), *Hokkaido Shimbun* (October 26, 1983).
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Michael K. Young, President Emeritus,
Professor of Law and Public Policy, The Bush School of Government and Public Service
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Texas A&M University

Dear Madams and Sirs,

Thank you for considering me for the presidency of Florida State University. It is an honor. Having spent more than two decades in senior academic leadership positions, I believe my experience may align well with FSU's goals and ambitions. Here is what I see.

FSU is an extraordinary university on a tremendous upward trajectory. Its accomplishments over the past few decades are remarkable and the ambition of its stakeholders to continue and sustain that academic excellence and development is abundantly clear. Its contributions to the economic, social and political development of the State of Florida are also impressive and in the very best tradition of great public universities. It would be a great privilege and opportunity to support the University in its continuing efforts.

As 2022 draws near, it is clear that the University has accomplished or exceeded the goals outlined in "The Future of Florida State: Strategic Plan 2017-2022." Among a new leader's very first tasks will be to both assess the progress over the past five years and develop the next strategic plan, engaging the broadest array of stakeholders possible with an eye to moving the University to the next level, however that is defined. Even now, however, it is clear that past progress presents many opportunities to continue FSU's dramatic development as an educational institution of the highest order.

Expansion of the University's research portfolio will clearly be among the top priorities. This helps not only attract additional world-class faculty and students, but will contribute substantially to the undergraduate learning experience and the contributions the University can make to the growth and development of the State of Florida. NSF funding is strong, but ample opportunities exist for expanding NIH funding, sponsored research and research sponsored by various federal agencies. To expand NIH funding, as well as to build on the teaching base of the medical school, significantly expanded clinical arrangements will be necessary, opportunities that are well within reach.

The University's strength in neuroscience, biophysics, chemistry, statistics, materials science and computation science, to name just a few disciplines, position it extraordinarily well to expand interdisciplinary and cross-disciplinary work not only in the medical and health sciences fields, but also in environmental science and energy. Cross disciplinary work in these various fields will allow the University to become an innovative leader in fields of critical importance across the United States.

This interdisciplinary focus can be applied in other critical ways. For example, the University's unique program in health equity, along with its considerable strength in business, sociology, psychology and political science, could position it to address the most pressing issues in health care in the United States, that of health care delivery and the cost of health care.

Interdisciplinary programs of the sort that FSU has developed and could build upon obviously help attract not only research funding, but also more world-class faculty and graduate students and provide educational opportunities for undergraduates that uniquely prepare them to be the leaders of tomorrow across all disciplines. Programs such as this will also make the University even more competitive for large-scale, multi-institutional, multi-year research grants, as well as Centers of Excellence grants, an essential component of increasing research funding and opportunities.

The University's emphasis on entrepreneurship, tech transfer and commercialization also positions it extremely well to continue to attract younger, entrepreneurially minded faculty whose capacity to secure research funding is particularly strong. Even more importantly, it can provide unique educational opportunities for students as long as they are placed at the center of the tech transfer enterprise. This focus also tends to attract state support and, in turn, increases the university's contributions to the economic and social development of the state. FSU is virtually unique in its creation of an entire college devoted to entrepreneurship and can build on that in a variety of exciting ways.

Such an innovation mindset can – and clearly should – be turned in on the University itself and the timing to do that couldn't be better. During the past year, universities across the country have expanded the ways in which professors can teach and train students. Now is the time to start examining these strategies in granular, data-driven ways to ascertain which are effective and how we might better use technology to enhance learning. If we undertake this task, we might simultaneously address the imperative of life-long learning, as all of our graduates will have multiple careers during their lifetimes, some of which aren't even known careers yet. How do we make this training and learning available once students have left the confines of our campus? How do we ensure that someone is a Seminole from 18 to 80? It is critical for higher education to figure this out and, with its focus on innovation and entrepreneurship in education, I believe FSU is among the best situated universities in the nation to do precisely that. Seminoles must be intellectually nimble movers in this new world.

Like many states, Florida has a large number of people who have some college education, but have not completed their degrees. Work in this area might allow us to invite some large number of those people to complete their education and enhance their lives and their contributions to the State of Florida.

The University is extremely well positioned to build on its historic strength in the humanities and social sciences. Many universities are deemphasizing these disciplines in favor of more support for STEM related fields. And yet, never has the need for these fields been greater. We must train our students not only for great careers, but also to be informed, engaged citizens, prepared to shape their world.

During my time at the University of Utah, Dr. Mario Capecchi was awarded the Nobel Prize in medicine for his work in genetics and gene editing. Dr. Capecchi once illustrated to me so clearly, the importance the humanities-- that he could tell me *how* to clone a mouse, or another species, but he couldn't tell me if we *should* do so. In other words, great science must be paired with equally great philosophy, economics, sociology, political science, psychology, and so on. Already we see our technological capacities running far ahead of our understanding of their impact on our lives. FSU's strengths in the humanities and social sciences, combined with its exceptional in work STEM, will allow it to make impressive contributions in fields that are currently significantly understudied.

The same can be said for Florida State's commitment to the preservation and advancement of The Arts. Its museums, arts programs, motion picture programs and others give it a unique role in the state and the nation. Here again, many universities are deemphasizing or eliminating such programs just as it is becoming more and more evident the need for the pleasure and joy these give us as human beings. FSU can be proud of its reputation and example.

Having moved the University of Utah from the Mountain West athletic conference to the PAC-12 during my tenure as President, I have seen the positive impact an athletic program can have on the academic side of the university. Certainly, the size and scope of athletics at Texas A&M put an exclamation point on this part of my experience. It is critical that the program is conducted with integrity and an emphasis on the well-being and education of the student athletes. FSU seems very much on the right side of these issues and it is important that it continue to develop its great athletic programs in the right way, especially with all the ongoing developments in college athletics.

FSU's emphasis on diversity and inclusion is to be admired. Not only is it the right moral imperative, but it ensures that the University can continue to serve as a first-class educational institution for the entire state and that all students are prepared to work effectively in the world into which they are launched. This issue will only become more important as time goes on. FSU can clearly lead the entire nation.

There are many, many more strengths that I see. But I hope this is adequate to explain my enthusiasm for the University and the opportunities it presents; and I believe my prior experience aligns well with the University's ambitions. The following is a few highlights I'd like to share with you. Together, we could build on the University's exceptionally strong base and move it to even greater heights and accomplishments.

I am an academic at heart, a perspective that frames all of my leadership experience. I was a professor of law at Columbia University for twenty years, during which time I created two research centers at the Law School (The Center for Japanese Legal Studies and The Center for Korean Legal Studies) and one university-wide international research and training program (The Program on Freedom of Religion and International Human Rights).

While Dean at The George Washington University Law School, our rankings increased from the mid-30's to a ranking in the top 20. We substantially increased the academic qualifications of the incoming students and hired a large number of highly productive and accomplished scholars, substantially increasing the academic profile of the school. We also created two significant international academic partnerships to engage in teaching and research regarding international intellectual property with academic institutions in Germany, Tokyo, France, England and Israel.

The number of underrepresented minority students in the law school was far below what I thought appropriate in the beginning. In response, we undertook a recruitment and support program and within a few years the law school had the highest number of Black law students and the third highest number of Hispanic law students of any highly selective law school in the country.

In my time as President of The University of Utah, we again increased the academic profile of the faculty and the student body, increased retention and graduation rates by a significant margin, while reducing the time to graduation by almost a full semester. We expanded the health care system, ultimately serving almost a quarter of the entire population of the State of Utah. We also restructured our technology transfer program and, in short order, the university led the nation in the number of companies created from university technology on an annual basis. We also commenced and concluded the largest capital campaign in the University's history. We constructed over two million square feet of academic space and significantly expanded research. Those efforts were ultimately rewarded with membership in the American Association of Universities (AAU).

While President of the University of Washington, we secured almost a billion and a half dollars of research funding every year and provided health care to over 50 % of the population in the four-county area surrounding Seattle. We further expanded the health care program, acquiring two additional hospitals (for a total of four), adding additional community and specialized clinics, and creating the first university-based Accountable Care Organization (ACO) that began to serve as a major health care provider to a number of large companies, as well as to employees of the state of Washington.

With the support of Microsoft, we also created an international campus in Bellevue, Washington, called the Global Innovation Exchange (GIX), a research and teaching partnership between the University of Washington, Tsinghua University and Cambridge University. Students and professors from all three universities study and conduct research at the GIX and secure both Bachelors and Masters degrees. Companies in the Seattle area provide internships, projects, mentoring and instruction to our students. We also restructured our commercialization and technology transfer operations and now UW leads the nation in the number of active licenses of any university on an annual basis.

Texas A&M University is a large, complex AAU university, but, unlike Washington and Utah, is also a land-grant (and space grant and sea grant) university. It educates over 70,000 students on eight different campuses (including a newly created campus in the Rio Grande Valley and an engineering campus in Doha, Qatar, as well as a newly created campus in Washington, D.C., just four blocks from the White House). It is particularly strong in the STEM fields, in which a full third of the student body is enrolled.

Since my arrival at Texas A&M University, we have focused on enhancing the academic reputation and standing of both the faculty and the student body. We have increased by 50% the National Academy members on our faculty and added over 450 faculty. We have significantly increased our extramural research funding (by over 22%), which surpassed one billion dollars in my last full year as President. We have deepened our interdisciplinary and cross-disciplinary work, including the creation of the first fully accredited Engineering Medicine program. We have developed major interdisciplinary programs in engineering and business, science and public policy, city planning and business, architecture and visualization, to name a few. We have added nearly two million additional square feet of space to the University, the vast majority of which is for academic pursuits.

We have increased the profile of our admitted students and increased our applicant pool by over 45%. At the same time, we have substantially increased the percentage of underrepresented minorities in the student body – over 25% of the last two entering classes are Hispanic – as well as first generation students – over 25% of the last two entering classes. We also have the second (or third, depending on the year) highest number of National Merit Scholars of any public university in the nation.

We have focused intensely on the student experience and have improved our first-year retention rate (from the high 80's to the mid-90's in terms of percentile), our four-year graduation rate by over 5 percentage points in the past two years, as well as our six-year graduation rate, and reduced our average time to graduation to 4.1 years. Most of these developments put us at the very top of Texas. We have also worked hard to ensure that all students have an optimal experience at the University and for the first time in each of the past two year the University has earned the Higher Education Excellence in Diversity Award (“HEED” Award) and has been designated a “Diversity Champion” by INSIGHT Into Diversity Magazine. The Lead by Example capital campaign commenced and concluded during my tenure. One of the most ambitious in the United States, we began with a goal of \$4 Billion. We concluded the campaign at the end of 2020 with \$4.25 Billion in donations.

I am looking forward to further conversations about the very real and exciting possibilities that await Florida State University.

A handwritten signature in black ink that reads 'Mike'.

Michael K. Young