INSTRUCTIONS

The information submitted will be used by the Board of Governors in considering action on your application. If appointed, please be advised that your appointment is subject to confirmation by the Florida Senate and you will be required to file an annual financial disclosure statement with the Florida Commission on Ethics.

Please type or print clearly. Please do not leave any questions blank – answer “none” or “not applicable” where appropriate.

All applications must be signed and witnessed by a Notary. Submit the original completed application via mail, email, or facsimile by the posted deadline to:

State University System of Florida, Board of Governors
325 W. Gaines Street, Suite 1614
Tallahassee, FL 32399-0400
Fax 850.245.9685  Chancellor@flbog.edu

PLEASE NOTE: any application submitted by facsimile or email must be received by the posted deadline and followed by the original signed application to above address.

EXCLUSIONS

The following conditions exclude eligibility for appointment as a University Board of Trustee member.

Registered Lobbyist: No ☑   Yes ☐   Dual Office Holding: No ☑   Yes ☐

Authority:
Section 112.313(17), Florida Statutes, prohibits any citizen member of a university board of trustees from having any employment or contractual relationship as a legislative lobbyist requiring annual registration under section 11.045, Florida Statutes.

Article II, section 5(a) of the Florida Constitution prohibits any person from holding more than one office under the government of the state, counties, and municipalities at the same time, except for certain exclusions stated therein (notary public, military officer, member of a statutory body having only advisory powers, etc.)
EXEMPTION FROM PUBLIC RECORDS

AS A GENERAL MATTER, APPLICATIONS FOR ALL POSITIONS WITHIN STATE GOVERNMENT ARE PUBLIC RECORDS THAT MAY BE VIEWED UPON REQUEST. HOWEVER, THERE ARE SOME EXEMPTIONS FROM THE PUBLIC RECORDS LAW FOR CERTAIN IDENTIFYING INFORMATION RELATING TO PAST AND PRESENT LAW ENFORCEMENT OFFICERS AND THEIR FAMILIES, VICTIMS OF CERTAIN CRIMES, ETC. IF YOU BELIEVE AN EXEMPTION FROM THE PUBLIC RECORDS LAW APPLIES TO YOUR SUBMISSION, PLEASE CHECK THIS BOX.

[ ] Yes, I assert that identifying information provided in this application should be excluded from inspection under the Public Records Law.

IF YOU NEED ADDITIONAL GUIDANCE AS TO THE APPLICABILITY OF ANY PUBLIC RECORDS LAW EXEMPTION TO YOUR SITUATION, PLEASE CONTACT THE GENERAL COUNSEL FOR THE BOARD OF GOVERNORS.

Vikki R. Shirley
General Counsel
State University System of Florida, Board of Governors
325 W. Gaines Street, Suite 1614
Tallahassee, FL 32399-0400
(850) 245-0466
PERSONAL INFORMATION

Name: Dana Pamela Jeanne

Date Completed: 10/12/11

1. University Board of Interest: Are you applying for reappointment? Yes ☐ No ☑
   PAMU ☐ FAU ☐ FGCU ☐ FNU ☐ ISU ☐ NCF ☐ UCF ☐ UF ☐ UNF ☐ USF ☐ UWF ☑

2. Residence Address: Destin, Florida, Okaloosa, 32541
   Street Name: ____________________________
   City: ____________________________ State: __________ County: __________ Zip Code: __________
   Area Code/Phone: (850) 556-5798
   Cell Phone: (850) 556-5798

3. Current Employer or Occupation: Florida Institute for Human & Machine Cognition
   Business Address: 40 So. Alcaniz Street, Pensacola, Florida
   Street: ____________________________ Office: ____________________________ City: __________ State: __________ Zip Code: __________
   Area Code/Phone: (850) 202-4400
   Post Office Box: ____________________________ Suite: __________ Zip Code: __________
   Email Address: pandana@yahoo.com

4. Specify the preferred mailing address: Business ☑ Home ☑ Fax # __________

5. List all places of residence for the past five (5) years.
   Address: ____________________________ City and State: ____________________________
   From: __________ To: __________
   2626 E. Park Avenue, #20304, Tallahassee, Florida 10/99 - 1/07

6. List all former and current residences outside of Florida that you have maintained at any time during adulthood.
   Address: ____________________________ City and State: ____________________________
   From: __________ To: __________
   1330 P Street, #3, Sacramento, California 8/95 - 10/99
   NARU Housing Complex, Casuarina, No. Territory, Australia 6/94 - 8/95
   2nd & Figueroa Streets: Los Angeles, California 8/92 - 8/94
   Private Home Complex, Cebu City, Cebu, Philippines 8/91 - 8/92
   Revere Beach Blvd, Revere, Massachusetts 8/87-8/91

7. Date of Birth: __________ * Place of Birth: __________

8. Social Security No.: __________ *

9. Driver License No: __________ * Issuing State: Florida *

*ALL INFORMATION MARKED WITH AN ASTERISK IS REQUIRED FOR CONDUCTING BACKGROUND SCREENING AND WILL BE REDACTED PRIOR TO DISTRIBUTION OF THE APPLICATION TO THE TRUSTEE NOMINATING COMMITTEE MEMBERS. REFER TO ATTACHED NOTICE ON USE OF SOCIAL SECURITY NUMBERS.
10. Have you ever been known by any other legal name? Yes ☐ No ☑ If "Yes" explain.

11. Are you a United States citizen? Yes ☑ No ☐ If "No" explain.

12. If you are a naturalized citizen, date of naturalization: ________________________________

13. Since what year have you been a continuous resident of Florida? 1999

14. Are you a registered Florida voter? Yes ☑ No ☐

15. Have you ever been arrested, charged, or indicted for violation of any federal, state, county or municipal law, regulation, or ordinance? (Exclude traffic violations for which a fine or civil penalty of $150 or less was paid.) Yes ☐ No ☑ If "Yes" give details:

<table>
<thead>
<tr>
<th>Date</th>
<th>Place</th>
<th>Nature</th>
<th>Disposition</th>
</tr>
</thead>
<tbody>
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</tr>
</tbody>
</table>

16. Has probable cause ever been found that you were in violation of Part III, Chapter 112, F.S., the Code of Ethics for Public Officers and Employees? Yes ☐ No ☑ If "Yes", give details:

<table>
<thead>
<tr>
<th>Date</th>
<th>Nature of Violation</th>
<th>Disposition</th>
</tr>
</thead>
<tbody>
<tr>
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</tr>
</tbody>
</table>

17. Have you ever been suspended from any office by the Governor of the State of Florida? Yes ☐ No ☑ If "Yes", list:

Title of Office: ____________________________ Reason for Suspension: ____________________________

Date of Suspension: ____________________________ Result: Reinstated ☐ Removed ☐ Resigned ☑

18. Are there any pending lawsuits against you or are you a party to a lawsuit in any court in which you are the plaintiff or defendant? Yes ☐ No ☑ If "yes", what type and where?
19. Have any judgments been entered against you as a result of any civil or administrative proceeding(s)?  Yes☐ No✓ If "yes", identify the proceeding(s) that resulted in the judgment and the date the judgment was entered.

20. Are you now engaged in activities, or have you engaged in activities in the past, that will reflect unfavorably on the board to which you seek appointment?  Yes☐ No✓ If "yes", explain.

21. Have you ever been refused a fidelity, surety, performance, or other bond?  Yes☐ No✓ If "Yes", explain.

EDUCATION, LICENSURE, MEMBERSHIPS

22. Education:
   A. High School: Los Molinos High School, Los Molinos, California  Year Graduated: 1979 (CPE)
      (Name and Location)

   B. List all postsecondary educational institutions attended:

      | Name and Location          | Date Attended | Certificates/Degrees Received       |
      |---------------------------|--------------|-------------------------------------|

23. Have you received any degree(s) or professional certification(s) related to the subject matter of this appointment?  Yes✓ No☐ If "Yes", list:
   Ph.D., Ed.M., B.A., A.A.

24. Have you held or do you hold an occupational or professional license or certificate in the State of Florida?  Yes☐ No✓ If "Yes", provide the title and number, original issue date, and issuing authority. If any disciplinary action (fine, probation, suspension, revocation, and/or disbarment) has ever been taken against you by the issuing authority, state the type and date of the action taken:

      | License/Certificate Title & Number | Original Issue Date | Issuing Authority | Disciplinary Action/Date |
      |-----------------------------------|--------------------|------------------|------------------------|

Page 5 of 11  Rev. 8/2010
25. Identify all association memberships and association offices held by you that relate to this appointment:

Florida Chamber Foundation Board of Trustees
Florida Research Consortium
International Economic Development Council (IEDC)

26. Name any business, professional, occupational, civic, or fraternal organization(s) of which you are now a member, or of which you have been a member during the past five (5) years, the organization address(es), and date(s) of your membership(s).

<table>
<thead>
<tr>
<th>Name</th>
<th>Mailing Address</th>
<th>Office(s) Held &amp; Term</th>
<th>Date(s) of Membership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Destin Chamber</td>
<td>Destin, Florida</td>
<td>Member</td>
<td>2007-Present</td>
</tr>
<tr>
<td>Florida Chamber</td>
<td>Tallahassee, Florida</td>
<td>Trustee</td>
<td>2007-Present</td>
</tr>
<tr>
<td>Visit Florida</td>
<td>Tallahassee, Florida</td>
<td>At Large Member</td>
<td>2010-Present</td>
</tr>
<tr>
<td>Inf’l Econ Devt Council</td>
<td>Washington, DC</td>
<td>Member</td>
<td>2000-PresentSur</td>
</tr>
</tbody>
</table>

27. Are you now, or have you within the past four (4) years, been a member of any club or organization that, to your knowledge, in practice or in policy, restricts membership or restricted membership during the time that you belonged, on the basis of race, religion, national origin or gender? Yes ☐ No ☑ If “yes”, detail the name and nature of the organization, relevant policies and practices, and state whether you intend to continue as a member if appointed by the Board of Governors.

________________________
________________________
________________________
________________________

EMPLOYMENT HISTORY AND PROFESSIONAL BACKGROUND

28. Concerning your current employer and for all of your employment, including self-employment, during the last five years, list your employer’s name, business address, type of business, occupation or job title, and period(s) of employment:

<table>
<thead>
<tr>
<th>Employer Name and Address</th>
<th>Type of Business</th>
<th>Occupation/Title</th>
<th>Period of Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>FL Institute for Human &amp; Mad</td>
<td>Research Institute</td>
<td>Sr. Strategic Advisor</td>
<td>3/07-Present</td>
</tr>
<tr>
<td>Sure Lure Charter Company</td>
<td>Fishing Charter Co.</td>
<td>Owner</td>
<td>5/07-Present</td>
</tr>
<tr>
<td>Exec. Office of the Governor</td>
<td>Executive Branch Govt.</td>
<td>Director, OTTED</td>
<td>10/99 - 12/06</td>
</tr>
</tbody>
</table>

29. Have you ever been employed by any state, district, or local government agency in Florida? Yes ☑ No ☐ If “Yes”, identify the position(s), the name(s) of the employing agency, and the period(s) of employment, and reason for leaving:

<table>
<thead>
<tr>
<th>Position</th>
<th>Employing Agency</th>
<th>Period of Employment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of OTTED</td>
<td>Executive Office of the Governor</td>
<td>10/99 - 12/06</td>
</tr>
</tbody>
</table>
30. Have you ever been responsible or played a role in managing a business or other corporate entity? Yes ☑ No □  "Yes", state the name of the business, the dates of your involvement, and provide a brief description of your involvement.

- Corporate Board Member, Mercantil Commercebank and its Holding Company (2007 - Present)
- Owner and Operator, Sure Lure Charter Company (2007-Present)
- Deputy Secretary (Division of Economic Development), California Trade & Commerce Agency (1995-1999)

31. Are you or have you ever been a member of the United States armed forces? Yes □ No ☑

If "Yes", list:

A. Dates of service: ____________________________________________________________

B. Branch or component: _____________________________________________________

C. Date and type of discharge: ________________________________________________

32. Do you currently hold an office or position (appointive, civil service, or other) with the Federal or any foreign government? Yes ☑ No □  If "Yes", please list:

- Voting Member, Gulf of Mexico Fisheries Management Council (appointed by US Secretary of Commerce)

33. Have you previously been appointed to any office that required confirmation by the Florida Senate? Yes □ No ☑  If "Yes", list:

Title of Office: ________________________________________________________________

Term of Appointment: _________________________________________________________

Confirmation results: __________________________________________________________

34. Have you ever been elected or appointed to any public office in this state? Yes ☑ No □

If "Yes", state the office title, date of election or appointment, term of office, and level of government (city, county, district or state):

<table>
<thead>
<tr>
<th>Office Title</th>
<th>Date of Election or Appointment</th>
<th>Term of Office</th>
<th>Level of Government</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of OTTED</td>
<td>10/99</td>
<td>10/99 - 12/06</td>
<td>Gubernatorial Appt</td>
</tr>
<tr>
<td>Member, Scripps Flo</td>
<td>2009</td>
<td>2009 - 2012</td>
<td>Gubernatorial Appt</td>
</tr>
<tr>
<td>Member, Gov's Adv</td>
<td>2003</td>
<td>2003-2006</td>
<td>Gubernatorial Appt</td>
</tr>
<tr>
<td>Member, Commission</td>
<td>2006</td>
<td>2006-2010</td>
<td>Gubernatorial Appt</td>
</tr>
</tbody>
</table>

If your service was on an appointed board(s), committee(s) or council(s):

A. How frequently were meetings scheduled? Quarterly

B. If you missed any of the regularly scheduled meetings, state the number of meetings attended, number missed, and the reason(s) for absence(s).

<table>
<thead>
<tr>
<th>Meetings Attended</th>
<th>Meetings Missed</th>
<th>Reason for Absence</th>
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</tbody>
</table>
35. Have you ever served on any profit or not-for-profit board? Yes ☑ No ☐ If “Yes”, state the title, date of appointment, length of service, and provide a brief description of your involvement. Corporate Board Member, Mercantil Commercebank and its Holding Company
Trustee, Florida Chamber Foundation
Vice Chair, Scripps Florida Funding Corporation Board
Board Member, Florida Free Trade Area of the Americas Board

36. Have you ever been a registered lobbyist or have you lobbied at any level of government at any time during the past five years? Yes ☑ No ☐ If “Yes”, please explain:
A. Did you receive any compensation other than reimbursement for expenses? Yes ☐ No ☑
B. Name of agency or entity you lobbied and the principals you represented:
Agency Lobbied: Florida Legislature
Principals Represented: Executive Office of the Governor

37. Describe your experiences and interests or elements of your personal history that qualify you for this appointment.
I have over 30 years of senior business, economic, and university administration leadership experience — both domestic and international of relevance to appointment. As a resident of Northwest Florida, I consider the University of West Florida an important part of our region’s economic development and workforce preparedness, and would value the opportunity to contribute to the University’s successful future.

38. Describe your understanding of the role of a member of a university board of trustees.
The role of the Board of Trustees is to provide thoughtful oversight and input on the policies, mission, and cost-effectiveness of the University to ensure high quality educational programs and standards therein.

CONFLICT OF INTEREST

39. Describe any involvement with and/or relationship to the university to which you are applying (other than as a student).
I work with the Florida Institute for Human & Machine Cognition (IHMC) which has its origins (1990) at UWF. Currently, the President of UWF has a dedicated seat on the IHMC Board of Directors. While this is not a conflict, if there were ever items meriting UWF Trustee vote pertaining to IHMC, I would recuse myself.

40. Have you, or any business of which you have been an owner, officer, or employee, held any employment or contractual relationship during the last four (4) years with the university to which you are seeking appointment? Yes ☐ No ☑ If “Yes”, identify:
Name of Business
Your Relationship to Business
Business’ Relationship to University
41. Have members of your immediate family (spouse, child, parent(s), sibling(s)), or businesses of which members of your immediate family have been owners, officers, or employees, held any employment or contractual relationship during the last four (4) years with the university to which you are seeking appointment? Yes ☐ No ☑. If "Yes", explain:

<table>
<thead>
<tr>
<th>Name of Business</th>
<th>Family Member's Relationship to you</th>
<th>Family Member's Relationship to Business</th>
<th>Business' Relationship to University</th>
</tr>
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<tbody>
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42. Do you know of any reason why you will not be able to attend fully the duties of the position to which you have been or will be appointed? Yes ☐ No ☑. If "yes", explain:

<p>| | | | |</p>
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</table>

REFERENCES

43. List three persons who have known you well during the past five (5) years. Include a current, complete address and telephone number. Exclude your relatives and members of the Florida Senate.

<table>
<thead>
<tr>
<th>Name</th>
<th>Mailing Address</th>
<th>Zip Code</th>
<th>Area Code/Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lewis Bear, Jr.</td>
<td>6120 Enterprise Drive, Pensacola, 32501</td>
<td></td>
<td>(850) 434-8612</td>
</tr>
<tr>
<td>Collier Merrill</td>
<td>226 South Palafox, Pensacola, 32502</td>
<td></td>
<td>(850) 438-0955</td>
</tr>
<tr>
<td>Jeb Bush</td>
<td>1200 Anastasia Ave, Ste 500, Coral Gables, FL</td>
<td></td>
<td>(305) 416-2626</td>
</tr>
</tbody>
</table>
CERTIFICATION

STATE OF __________________

COUNTY OF ________________

Before me, the undersigned authority, personally appeared __________________, who after being duly sworn, says: 1) that he/she has carefully prepared or read the answers to the foregoing question; 2) that the information contained in said answers is complete and true; 3) that he/she will, as an appointee, fully support the Constitutions of the United States and the State of Florida. Be it further known that in signing this document the undersigned understands that a background check by the Florida Department of Law Enforcement will be performed on all nominees who are recommended to the Florida Board of Governors and that he/she has received a copy of the Board of Governors' Statement on the Collection, Use or Release of Social Security Numbers.

____________________________________
Affiant's signature

Sworn to and subscribed before me on this _____ day of ____________, 20__, by

____________________________________

(signature of notary)

____________________________________
(typed, printed or stamped name)
Notary Public
Commission No.:
My Commission Expires:

Personally Known _______________ OR Produced Identification _______________

Type of Identification Produced ____________________________
Florida law requires that public entities provide individuals with a written statement identifying the state or federal law governing the collection, use, or release of social security numbers for each purpose for which the entity collects an individual's social security number. The collection of social security numbers by the Board of Governors is either specifically authorized by law or imperative for the performance of the Board's responsibilities as prescribed by law and the Florida Constitution. The following list identifies the purposes for which social security numbers may be collected, used, or released, and the pertinent authority.

**Applicants for University Board of Trustee Positions**

- For Level 1 and level 2 criminal background checks conducted by the Florida Department of Law Enforcement for employees and/or Board appointees to university boards of trustees [Required by Fla. Admin. Code 11C-6.003 and Fla. Stat. § 119.071(5) (a) 6]
- The disclosure of the social security number is expressly required by federal or state law or a court order [Authorized by Fla. Stat. § 119.071(5) (a) 6]
- The individual expressly consents in writing to the disclosure of his or her social security number [Authorized by Fla. Stat. § 119.071(5) (a) 6]
CERTIFICATION

STATE OF Florida

COUNTY OF Okaloosa

Before me, the undersigned authority, personally appeared Pam D. the who after being duly sworn, says: 1) that he/she has carefully prepared or read the answers to the foregoing question; 2) that the information contained in said answers is complete and true; 3) that he/she will, as an appointee, fully support the Constitutions of the United States and the State of Florida. Be it further known that in signing this document the undersigned understands that a background check by the Florida Department of Law Enforcement will be performed on all nominees who are recommended to the Florida Board of Governors and that he/she has received a copy of the Board of Governors' Statement on the Collection, Use or Release of Social Security Numbers.

Affiant's signature

Sworn to and subscribed before me on this 13th day of October, 2011, by

(signature of notary)

[type, printed or stamped name]
Notary Public
Commission No.:
My Commission Expires:

Personally Known X OR Produced Identification

Type of Identification Produced

Page 10 of 11
Rev. 8/2020
Dr. PAMELA J. DANA  
Destin, Florida 32541  
Telephone: (850) 556-5798   Email: pamdana@yahoo.com

SUMMARY OF QUALIFICATIONS

- Over 30 years of successful senior economic, business, and university leadership, policymaking, and public affairs
- Led highly successful economic development efforts for both the State of Florida and State of California
- Recognized national leadership in job creation, key innovation industry development, and model military affairs
- Noted international business, scholarship, and experience in Asia, Australia, Europe, Latin America, and the Caribbean
- Proven excellence in maintaining highest fiduciary standards while ensuring maximum process efficiencies

PROFESSIONAL EXPERIENCE

SENIOR ADVISOR, STRATEGIC INITIATIVES  
Institute for Human and Machine Cognition (IHMC), Pensacola, Florida  
3/07-Present

- Manage IHMC external affairs and outreach efforts with government agencies, community, and private industry
- Identify and further strategic initiatives, negotiate expansion prospects and foster key stakeholder partnerships for IHMC
- Represent IHMC on significant statewide industry sector, economic, business leadership, and technology organizations

OWNER AND MANAGING MEMBER  
SURE LURE Charter Company, Destin, Florida  
5/07 - Present

- Own and employ crew of a for-hire charter fishing business in Destin, FL amidst nation’s largest charter fishing fleet
- Possess select federal and state commercial fishing licenses allowing for fish harvest and sale to market activities

EXECUTIVE DIRECTOR  
Office of Tourism, Trade, and Economic Development  
Executive Office of Governor Jeb Bush, Tallahassee, FL  
10/99-1/07

- Florida’s senior-most officer responsible for business programs and policies leading to economic growth in Florida.
- Directly advised Governor, Lt. Governor, and Legislature on strategies and actions to promote Florida’s economy.
- Responsible for 24 direct reports, and an annual budget ranging from $125 million to $414 million (final years)
- Oversew the public/private partnerships of: Enterprise Florida; Black Business Investment Board; Florida Commission on Tourism (Visit FL); Florida Sports Foundation; Florida Office of Film & Entertainment; and Space Florida, Inc.
- As Florida’s Chief Protocol Officer, maintained direct responsibility for all international affairs, trade missions, diplomatic protocol, and consular corps activities, as well as served as senior point of interface w/ military and Pentagon
- Served as principal authority on allocation of very sizeable incentives, loans, and bonds used to support business success
- Directly interacted with media, as well as engaged Florida Legislature to highlight programs, solicit funding, etc.
- Serve(d) on: Governor's Council of Economic Advisors; Advisory Council on BRAC; Scripps Florida Funding Corp (life sci); Seaport Security Standards Advisory Council; FL Seaport, Transport, & Econ Dev't Council; among others

NOTED ACCOMPLISHMENTS AS EXECUTIVE DIRECTOR

✓ Led highly successful efforts to recruit world-class life sciences research institutes to Florida to include: Scripps Florida; The Burnham Institute; and the Torrey Pines Institute for Molecular Studies; among others
✓ Led Florida’s model defense initiatives to include the massively successful effort to protect and grow Florida’s military bases/missions under the 2005 Base Realignment & Closure (BRAC) process, and maintained direct and highly effective interface with the Department of Defense, military Services, and the Pentagon
✓ During 7+ year tenure, realized the creation of over 1.35 million jobs; saw a 37% increase in international trade (from $69.6 billion to $95.3 billion); marked 60 straight months of job growth (5 yr span from 1/01-12/06) establishing Florida as nation’s #1 economic leader; underwent over 14 direct audits, each substantiating prudent 

accountable fiduciary & management practices; led the state’s economic diversification strategy resulting in Florida’s recognition as a world class player in the innovation economy.

√ Served on 3-member select committee that developed and established Florida Gubernatorial Fellows Program

Pamela J. Dana, Resume
Page Two

ASSISTANT SECRETARY (& ACTING DEPUTY SECRETARY) OF TRADE & COMMERCE
Division of Economic Development
• Responsible for a division staff of 150 employees and $20+ million annual budget (not including loan/bond pools)
• Oversaw the efforts of the division’s 11 offices: business development, film commission, major corporate projects, base retention & space, permit assistance, small business, strategic technology, & 4 regional offices
• Led significant Agency projects including oversight of the Electronic Commerce Advisory Council, NASA/ Film Commission digital imaging system, key marketing campaigns, and workforce preparation initiatives
• Served on CA Council to Promote Business Ownership by Women, CA Small Business Board, CA Commission on Improving Life Thru Service, Center for Quality, Education, & Dev’t Board, and Welfare-to-Work Task Force

ASSOCIATE DIRECTOR OF TRADE & COMMERCE
Division of Economic Development
California Trade and Commerce Agency: Sacramento, CA 9/95-7/97
• Developed and implemented trade and investment policies, programs, & projects leading to economic growth
• Prepared topical issue briefings for the Governor and Agency Secretary.
• Promoted to serve as the Assistant Secretary of Economic Development in July 1997.

ECONOMIC RESEARCH FELLOW
Centre for Aboriginal Economic Policy and North Australia Research Unit (Darwin, Australia)
Fulbright Commission of Australia: Canberra, Australia 8/94-9/95
• Conducted unique research among Australian leaders on indigenous economics and business
• Produced as part of doctoral dissertation, the first study ever on Aboriginal women enterprise owners

INTERNATIONAL ADVISOR
Office of Academic Advising
University of Southern California: Los Angeles, CA 8/92-8/94
• Advised international students regarding their academic and international visa statuses
• Prepared American students in cultural and academic protocols for study abroad programs
• Served on all university boards and committees involving international students

BUSINESS DEVELOPMENT OFFICER
University of San Carlos Business Resource Center, Cebu, Philippines 8/91-8/92
Henry Luce Foundation, New York (overseas support by The Asia Foundation)
• Developed entrepreneur capacities within cottage, small, & export-oriented enterprises
• Conducted training in business planning, process reengineering; capital access, bookkeeping, marketing, etc.

NATIONAL REPRESENTATIVE / COORDINATOR OF RECRUITMENT
The Graduate School of Arts and Sciences
Harvard University: Cambridge, MA 8/87-6/91
• Served as senior public relations and recruitment officer for the Graduate School of Arts & Sciences
• Supervised public relations and recruitment activities of 20+ university representatives

CSU STATEWIDE REPRESENTATIVE
School Relations and Outreach
California State University (CSU), Chico: Chico, CA 8/83-8/87
• Represented the entire CSU system at public events statewide to include fairs, community meetings, and home visits
• Counseled 200+ youth on a bi-monthly basis in the evaluation of post-secondary options

STORE OPERATIONS SPECIALIST / U.S. REGIONAL MANAGER
EDUCATION

UNIVERSITY OF SOUTHERN CALIFORNIA  Los Angeles, CA  
Doctorate Degree:  International Development and Economics  1996  
Dissertation:  *Commercial Enterprise Ownership Among Aboriginal Australian Women*

HARVARD UNIVERSITY  Cambridge, MA  
Masters Degree:  Administration, Planning, and Social Policy  1988  

CALIFORNIA STATE UNIVERSITY (CSU), CHICO  Chico, CA  
Bachelors Degree:  Sociology/Social Work  1987

SHASTA COMMUNITY COLLEGE  Redding, CA  
Associates Degree:  Sociology/General Education  1981

SELECT HONORS

2007  Secretary of the Air Force National Security Forum, Air War College Conference  
2006  Florida Defense Alliance Distinguished Service Award (First Recipient)  
2006  Outstanding Business Leadership Award (First recipient of award and now award namesake)  
2004  International Women’s Day Award for Leadership in International Business and Free Trade  
2001  Secretary of Defense Joint Civilian Orientation Conference (JCOC Class 64)  
1998  Leadership California (Selected as 1 of 100 top professional women in California)  
1995  California Gubernatorial Executive Fellow  
1995  USC Honor Student Hall of Fame  
1994  William J. Fulbright Scholar to Australia  
1994  Helen Brown Scholar, USC Academic Excellence Award  
1994  Cloak & Dagger Honor Society (nominated as lifetime member of USC’s most exclusive academic society)  
1992  USC Dean’s Merit Fellow  
1991  Henry R. Luce Scholar to the Philippines  
1989  Outstanding Young Woman of America  
1987  Elected, Harvard Student Advisory Council  
1987  Elected, Harvard Graduate and Professional Student Body Council  
1987  Phi Delta Kappa Iota (Harvard) Chapter

PROFESSIONAL BOARDS & COMMISSIONS

Current

2011-  Voting Member, Gulf of Mexico Fisheries Management Council, US Secty of Commerce Appointment  
2010-  Member, VISIT FLORIDA Board (the Direct Support Organization of Florida Tourism Commission)  
2007-  Member, Board of Directors for Mercantil Commercebank, N.A. (and its audit committee)  
2007-  Member, Board of Directors for Mercantil Commercebank Holding Corporation (and its audit committee)  
2007-  Trustee, Florida Chamber of Commerce Foundation Board  
2007-  Member, Florida Research Consortium  
2007-  Member, International Economic Development Council (IEDC) International Association
2007-2012 Member, National Defense Industries Association (NDIA)/National Defense Communities (NDC)
Vice Chair, Scripps Florida Funding Corporation Board (and audit committee), Gubernatorial Appointment

Past

2009-2011 Member, U.S. Marine Fisheries Advisory Commission (MAFAC), US Secy of Commerce Appointment
2006-2010 Member, Commission for a Sustainable Emerald Coast, Gubernatorial Appointment
2006-2010 Member, Florida Seaports Security Standards Advisory Council, Gubernatorial Appointment
2006-2010 Member, Commission for a Sustainable Emerald Coast, Gubernatorial Appointment
2006 Commission on the Future of Space & Aeronautics in Florida, Ex-Officio Member
2005-2006 Florida Coastal High Hazard Council, Ex-Officio Member
2004 Destination Florida, Ex-Officio Member
2003-2006 Governor's Advisory Council on BRAC, Gubernatorial Appointment
2003-2006 Scripps Florida Funding Corporation, Ex-Officio Member
2003-2005 Transportation 2020 Commission, Ex-Officio Member
2002-2006 Governor's Council of Economic Advisors, Ex-Officio Member
2002-2006 Florida Free Trade Area of the Americas (FTAA) Board of Directors, Ex-Officio Member
2001 Secretary of Defense Joint Civilian Orientation Conference (JCOC Class 64)
2000-2006 Florida Seaport, Transportation, & Economic Development (FSTED) Council, Ex-Officio Member
2000-2006 Florida Council of 100, Ex-Officio Member
2000-2006 ITFlorida.com, Ex-Officio Member
2000-2006 World Golf Foundation Board of Directors, Ex-Officio Member
2000-2006 Florida Aquaculture Review Council, Ex-Officio Member
2000-2006 Florida Intergovernmental Relationship Foundation, Gubernatorial Appointment
2000-2006 Florida Sports Foundation Board of Directors, Ex-Officio Member
2000-2006 Enterprise Florida Inc. Board of Directors, Governor's Designee/Ex-Officio
2000-2006 Florida Commission on Tourism/VISIT FLORIDA Board, Governor's Board Designee/Ex-Officio
2000-2006 Florida Space Authority Board of Supervisors, Governor's Board Designee/Ex-Officio
2000-2005 Miami River Commission, Governor's Designee
2000-2005 Florida Workforce Estimating Conference, Ex-Officio Member
1998 California Governor's Electronic Commerce Advisory Council, Ex-Officio Member
1997-1999 California Small Business Board, Ex-Officio Member
1997 California Governor's Welfare-to-Work Task Force, Ex-Officio Member
1995-1999 California Commission on Quality, Education, and Development, Ex-Officio Member
1995-1997 California Council to Promote Business Ownership By Women, Ex-Officio Member
1995-1997 California Commission on Improving Life Through Service, Ex-Officio Member
1987-1988 Harvard Student Advisory Council
1987-1988 Harvard Graduate and Professional Student Body Council