

Stephen R. MacNamara

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PROFILE

- Senior-level executive with 20+ years of achievement in higher education, association, legal, governmental, and legislative settings attesting to expertise in aligning people and practices with the organizational vision

ADMINISTRATIVE STRENGTHS

- Board & Public Relations
- Budget & Cost Control
- Compliance Monitoring
- Consensus Building
- Contracts & Grants
- Governmental Affairs
- Leadership Development
- Long Range Planning
- Policy Setting
- Process Improvement
- Program Implementation
- Project Design & Execution
- Resource Allocation
- Staffing & Supervision
- Strategic Relationships
- Team Dynamics

EDUCATION

FLORIDA STATE UNIVERSITY, Tallahassee, Florida
JURIS DOCTOR, 1982

UNIVERSITY OF FLORIDA, Gainesville, Florida
BACHELOR of SCIENCE in *Journalism*, 1975

HONORS & AWARDS

- **Professor of the Year** (College of Communication), *Recipient*, 1993, 1995, & 2004
- **University TIP Award** (Peer Award), *Recipient*, 1998 — 1999
- **Ross Oglesby Award** (Annual University-Wide Honor Based on Student Input), *Recipient*, 1992
- **Corpus Juris Secundum Award**, *Recipient*, 1982
- **Student Bar Association**, *First Year Representative*, 1980
- **Student Bar Association**, *Orientation Director*, 1980
- **Florida Blue Key**, 1975

CAREER PROGRESSION

Executive Director (2004 - 2006)

CLAUDE PEPPER CENTER (CPC), FLORIDA STATE UNIVERSITY, Tallahassee, Florida, January 2005 — June 2006

- Appointed to develop the infrastructure of a **\$12 million endowed center** dedicated to public policy and research, subsequent to the attainment of a matching funds goal that authorizes access to **\$600,000+ in annual interest**:
 - Concurrently act as **Executive Director** of the **Claude Pepper Foundation**, a **\$3.5 million** endowed entity with a **\$250,000 budget** and statewide programming (and donor of a **\$7 million gift** establishing the **CPC**)
 - Devote 45% of professional time to planning, implementing, and directing operations of the **CPC**, which is largest endowed center at **FSU**, while continuing to serve as the **Associate VP for Academic Affairs**
 - Coordinate communication as the primary liaison between the **CPC**, nine colleges, and three units of **FSU**
 - Develop and administer a **\$500,000 budget**; collaborate with investment advisors to monitor the performance of endowed funds, assure compliance with sound financial practices, and achieve an optimal rate of return
 - Review grant proposals and award **\$250,000** in research funds annually; supervise grants for compliance
 - Act as **Principal Investigator** for a **\$497,000 federal grant** for a project to digitize the **CPC's** collection, overseeing the activities of one consultant and six graduate students from the **College of Information**
 - Analyzed needs, researched vendor options, and negotiated contracts to upgrade technology resources and purchase office equipment, furnishings, and supplies to meet time, budget, and quality goals
 - Crafted a job description to initiate a search for a permanent, full-time **Director** for the **CPC** (headquarters of the **Claude Pepper Foundation, Library, Museum, and Pepper Institute on Aging & Public Policy**)
 - Identified personnel needs and oversaw the recruiting, screening, and hiring of a **six-person staff** that consists of two full-time career employees, one full-time OPS employee, and three part-time employees
 - Supervise professional and support staff in the operations of the **Pepper Library** and **Pepper Museum**

Associate Vice President (2003 - 2006)

ACADEMIC AFFAIRS, FLORIDA STATE UNIVERSITY, Tallahassee, Florida, August 2003 — June 2006

- Coordinate all academic affairs activities as on behalf of a nationally–recognized research university with **39,000± students** enrolled in diverse graduate, undergraduate, and professional development programs:
 - Monitor academic units to assess performance, formulate recommendations, and lead meaningful change to assure that the university is responsive to evolving needs of the academic community and society
 - Play an instrumental role in shaping the role of the university in **Applied Research** and **Public Service**
 - Oversee related activities with external partners, which has included supervising major contracts between academic units and government agencies
 - Design and execute special projects, earning a reputation for achieving time, budget, and quality goals:
 - Coordinated the creation a **branch medical campus** in Immokalee, Florida, managing communications, developing a plan of action, and implementing measures for **FSU** to assume ownership of a donated facility
 - Collaborated with stakeholders and recruited an **Interim Director** to facilitate the cost–effective transfer of the **Appleton Museum** to the control of a community college subsequent to **FSU’s** loss of state funding
 - Represented the university in regard to highly regarded arts programs in Sarasota, the **Ringling Museum** and **Asolo Theater**, which included negotiating contracts with private entities and monitoring compliance
 - Visited the **University of Texas** to conduct research and develop a proposal to the **Florida Department of Corrections** (based on the Texas model) on the feasibility of privatizing healthcare for 85,000 inmates
 - Crafted a 16–month rollout plan for privatization of prisoner healthcare through a combination of outsourcing through vendors and delivering direct services from **FSU** that included real–time telemedicine
 - Served as the representative for **FSU** on the **Board of Directors of Innovation Park**
 - Represent the university’s academic, development, and policy interests as a board member of related organizations, such as **Innovation Park**, **Challenger Learning Center** and **Seminole Boosters, Inc.**

Associate Professor (1994 — present)

Visiting Associate (1993 — 1994)

DEPARTMENT OF COMMUNICATION, FLORIDA STATE UNIVERSITY, Tallahassee, Florida 1994 — present

- Develop and teach courses at the graduate and undergraduate levels as a tenured faculty members managing three courses per semester with student enrollment that have ranged from **220** to **675** students per term:
 - Draw on academic and practical experience to engage students in studies of **Mass Communication Law**, **Lobbying and Governmental Communications**, **Political Campaigns**, and **New Technologies**
 - Provide policy–level leadership to the organization through service that has included membership on the **Faculty Senate**, as well as an array of committees at the university, college, and department levels
 - Serve as **Special Legal Counsel** to the **FSU Athletic Department** on an as–needed basis
- Conducted a system–wide research project for the **State University System** as **Visiting Professor**:
 - Compiled and analyzed information, synthesized findings, and prepared reports that presented recommendations on **Distance Education** for review by the **Chancellor** and **Board of Regents**
 - Formulated a persuasive rationale as the basis of a successful lobbying effort that secured a **\$4 million** allocation from the **Florida Legislature** extending the **Distance Learning Program** through 1995

Founding President

FLORIDA ASSOCIATION OF HEALTH PLANS (FAHP), Tallahassee, Florida, December 2000 — August 2003

- Orchestrated the merger of **19 Health Maintenance Organizations** with over **three million subscribers** into one statewide association that included competing commercial companies and Medicaid providers:
 - Collaborated with the board of directors in developing policies, designing the infrastructure, and growing membership; prepared and administered a budget that doubled from **\$500,000** to **\$1 million** in 1.5 years
 - Facilitated communication to define common concerns, overcome territorial attitudes, establish goals, and promote unity between HMO members who were long–standing rivals with similar products
 - Hired and supervised a contract lobbyist in developing, implementing, and analyzing the effectiveness of the group’s agenda in regard to legislative and governmental affairs
 - Coordinated the activities of a group of in–house and contract lobbyists who represented the various member organizations to project a clear message and optimize effectiveness

(FAHP Continued)

- Designed and coordinated public education and outreach programs that enhanced awareness of healthcare issues and educated consumers to a growing array of healthcare options
- Built visibility and support for the association by working with related groups across Florida to advance mutual goals and promote the concepts of wellness and preventive healthcare

Chief of Staff (January 2000 — May 2000)

Professor-in-Residence (January 1999 — May 2000)

FLORIDA HOUSE OF REPRESENTATIVES, Tallahassee, Florida, January — May 2000

Chief Administrative and Operating Officer for the Florida House of Representatives

- Functioned as the chief administrator of a high-profile public organization with a **\$45 million budget** and **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**, a joint organization with **1,200+ employees** and **\$85 million budget**
 - 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
- Served as **Professor-in-Residence** with responsibility for advising the members of the **Florida House of Representatives** on public policy issues, such as: civil justice, criminal justice, education, environmental protection, governmental reorganization, public safety, spending, and tax cuts

Director

THE COLLINS CENTER FOR PUBLIC POLICY, Tallahassee, Florida, (1990 — 1992)

- Selected to succeed the **Honorable Lawton Chiles** (based on a personal recommendation of **Governor Leroy Collins**) to serve as chief administrator of a state-wide think tank operating within the **State University System**:
 - Coordinated public policy research between Florida's university communities and the private sector
 - Initiated and negotiated **\$3 million** in funding that was finalized shortly after departure from the center
 - Drafted the **Code of Fair Campaign Practices** (1992), which was subsequently adopted and successfully implemented by the **Florida Democratic Party** and **Florida Republican Party**
 - Concurrently held a time-limited position as **Federal Expert** on **Congressional Reapportionment**
 - Designed and conducted a **Seminar on Reapportionment** for the **Florida Supreme Court Justices**
 - Reached sound determinations on the soundness of the various proposals, including selected the plan that was ultimately adopted and raising concerns on an option that was found to be unconstitutional

Secretary

FLORIDA DEPARTMENT OF BUSINESS REGULATION, Tallahassee, Florida, 1989 — 1990

- Appointed by the governor to direct a **\$1.1 billion state agency** that employed **750+ personnel**
 - Oversaw an array of regulated businesses throughout the state, which covered such major industries as: attractions, entertainment, land sales, alcoholic beverages, and tobacco

Attorney – Managing Partner

FOWLER, WHITE, GILLEN, BOGGS, VILLAREAL & BANKER, P.A., Tallahassee, Florida, 1987 — 1989

- Practiced in the areas of administrative, governmental and communication law

Attorney – Of Counsel

GREENBAUM, DOLL, MCDONALD & FRALEY, Orlando, Florida, 1983 — 1989

- Practiced in the areas of sports law, endorsement and entertainment production contracts

Associate Dean

COLLEGE OF LAW, FLORIDA STATE UNIVERSITY, Tallahassee, Florida 1984 — 1987

- Acted as the **Chief of Staff to the Dean** on day-to-day operations, in addition to overseeing specified program areas, holding independent responsibility for **development** and **alumni affairs**, and serving as a faculty member:
 - Spearheaded aggressive development campaigns that raised over \$7.5 million in less than three years
 - Administered programs in **Policy Studies** and **CLE** courses in **Clinic** and **Advanced Legal Studies**
 - Developed and taught courses in **Mass Communication Law**

SELECTED AFFILIATIONS

- **The Florida Bar**, *Member*
- **Board of the Caribbean Law Institute**, *Former Member and Treasurer*
- **Caribbean Law & Business Magazine**, *Former Member of Editorial Board and Editorial Committee*
- **Seminole Boosters, Inc.**, *Former Member of the Board of Directors*
- **Challenger Learning Center**, *Former Member of the Board of Directors*
- **Coalition for Family Safety**, *Founding President*
- **FSU Center for Professional Development & Public Service**, *Former Advisory Board Member*
- **FSU College of Law Alumni Association**, *Past President*

TEACHING EXPERIENCE

- Develop curriculum and teach graduate and undergraduate courses as a tenured professor with the **Department of Communication at Florida State University**, covering topics that include:
 - Advertising and Broadcast Regulations
 - Cable Television
 - Elements of Broadcasting
 - Federal Broadcast Regulation – The 1996 Act
 - Interviewing
 - Lobbying and Governmental Communications
 - Mass Communication Law
 - Political Campaign Communications
 - Public Relations Techniques
 - Public Affairs Programming
 - Public Speaking
 - Writing for Public Relations Techniques

CREATIVE ACTIVITIES

Television Productions

- Executive Producer, "Law Talk Live: Special Edition, Constitutional Amendments 1998". Researched and Produced Hour-long Special Public Affairs program on the thirteen Constitutional Amendments appearing on the General Election Ballot in 1998.
- Producer/Host, "First Amendment," public affair program, programs broadcast over ABC Regional Affiliate, January – February, 1984. Produced and supervised 7 shows involving interviews with national, state and local leaders concerning political and communication issues.
- Producer/Host, "Newsworthy," public affairs program, program broadcast over Group W Cable, April – September 1984. Produced and supervised 24 shows involving interviews with state and local leaders concerning political issues.
- Producer/Host, "First Amendment," public affair program, programs broadcast over ABC Regional Affiliate, 1982. Produced, supervised 48 shows involving interviews with national, state and local leaders concerning political and communication issues.
- Producer/Host, "First Amendment," public affair program, programs broadcast over ABC Regional Affiliate, 1981. Produced, supervised 48 shows involving interviews with national, state and local leaders concerning political and communication issues.

Political Communications and Campaigns

- General Counsel and Media Consultant to No Casinos, Inc., a non-profit group dedicated to keep casino gambling out of the State of Florida. Responsible for all legal issues, development of media plan, creation of and placement of advertising. Proposition for Limited Casinos defeated 62%-38%, November 1994.
- Special/Invited Correspondent to Rank Members of the Florida Legislature, Miami Herald 1989 - 1999. Ranked members of the Florida Legislature annually. Wrote article about process and individual members as op-ed piece.
- Issues Director, "Skip" Bafalis for Governor, Florida statewide campaign (1982). Wrote 10 position papers on issues such as taxation, education, crime, immigration and other aspects of state government.
- Speech Writer", Florida Senate President W. D. Childers and Florida Reapportionment Chairman, Senator Dempsey Barron (1982). Wrote speeches for senior members of the Florida Senate in conjunction with duties as special assistant to reapportionment.

- Special Assistant, Florida Legislative Reapportionment Committee (1982).
- Assisted Florida Senate on reapportioning state in accordance with Federal voting guidelines.
- Campaign Manager, Claude Kirk for Governor, Florida statewide campaign (Primary, 1978). Conducted all aspects of political campaign including, but not limited to, speech writing, advertising, polling, supervision of volunteers, writing position papers, scheduling, media coordination and advertising placement including radio, television and newspapers.
- Campaign Manager, Bruce Smathers for Governor, Florida statewide campaign (Primary, 1978). Conducted all aspects of political campaign including, but not limited to, speech writing, advertising, polling, supervision of volunteers, writing position papers, scheduling, media coordination and advertising placement including radio, television and newspapers.
- Assistant Campaign Manager, Bruce Smathers for Secretary of State, Florida statewide campaign (1974). Conducted all aspects of political campaign including, but not limited to, speech writing, advertising, polling, supervision of volunteers, writing position papers, scheduling, media coordination and advertising placement including radio, television and newspapers.

PUBLICATIONS, SCHOLARLY PAPERS AND PRESENTATIONS

General:

Stephen R. MacNamara, Commentator: Florida's News Channel, "Election Coverage 1998".

Stephen R. MacNamara, Presentation: The Vasalinda Report; Statewide Campaign Political Advertising 1998" (October 1998).

Dan Montgomery and Stephen R. MacNamara, "Managing Consultants and Trainers: A Common Perspective". Chapter 8, Perspectives in Business Ethics, Pincus/Horton (McGraw-Hill, 1998).

B. K. Kaye, B. S. Sapolsky, S. R. MacNamara, "The Prevalence of Offensive Language on Primetime Television." Revised, not published, Journalism & Mass Communication Quarterly, (Summer 1996).

Stephen R. MacNamara, Presentation: Blue Cross & Blue Shield of Florida Public Policy Group; "The Impact of 'Citizen Initiatives' to the Florida Constitution on Business and Economic Growth" (January 1996).

Stephen R. MacNamara, Presentation: Leadership Tallahassee; "The Future Impact of Distance Learning on Florida and Tallahassee" (October 1995).

Stephen R. MacNamara, Speech: Delta Gamma Sorority; "Your Rights and Responsibilities Under Florida Alcoholic Beverages Laws" (September 1995).

Stephen R. MacNamara, Speech: Tallahassee Advertising Federation; "Can ProCasino Forces Ever Succeed in Florida? - Yes- So Why Did They Fail in 1994?" (September 1995).

Stephen R. MacNamara, Speech: Women in Communication, Tallahassee Chapter; "Appropriation of Name or Likeness for Commercial Gain and Other Privacy Problems Facing Advertisers and the Communication Medium" (September 1995).

Stephen R. MacNamara, Presentation: Florida Public Relations Association; "How Grassroots Efforts Can Overcome 'Big Bucks' Backing" (August 1995).

Daniel J. Montgomery, Gary R. Heald, Stephen R. MacNamara, and Laura B. Pincus, "Malpractice and the Communication Consultant: A Proactive Approach," Management Communication Quarterly. (1994, Vol. 8).

Stephen R. MacNamara, "Toward a Code of Ethics for Organizational Communication Professionals: Legal Considerations," Speech Communication Association, Miami (1993).

Daniel J. Montgomery, Gary R. Heald, Stephen R. MacNamara, and Laura B. Pincus, "Malpractice and the Communication Consultant: A Proactive Approach," Speech Communication Association, Atlanta (1992).

Stephen R. MacNamara and Talbot "Sandy" D' Alemberte, "Farewell Ms. Dore," Florida State University Law Review, Spring 1992.

Editorial Board - Caribbean Law Institute:

Velma Newton, Lloyd Barnett, A. R. Carnegie, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, Barry Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 1, 1, 1989.

Velma Newton, Lloyd Barnett, Andrew Burgess, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, Barry Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 1,2, 1989.

Velma Newton, Lloyd Barnett, Andrew Burgess, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, Barry Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 1,3, 1989.

Velma Newton, Lloyd Barnett, Andrew Burgess, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, Barry Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 2, 1, 1990.

Velma Newton, Lloyd Barnett, Andrew Burgess, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, J. D. B. Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 2, 2, 1990.

Velma Newton, Lloyd Barnett, Andrew Burgess, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, J. D. B. Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 2,3, 1990.

Velma Newton, Michelle Goddard, Lloyd Barnett, Andrew Burgess, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, J. D. B. Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 3, 2, 1991.

Velma Newton, Michelle Goddard, Lloyd Barnett, Andrew Burgess, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, J. D. B. Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 3,3, 1991.

Velma Newton, Michelle Goddard, Lloyd Barnett, Andrew Burgess, Elwin Griffith, Aulous Madden, Stephen MacNamara, Brynmor Pollard, J. D. B. Renwick, Patterson Thompson, Bruce Zagaris (Editors), Caribbean Law and Business, Caribbean Law Institute, Volume 4, 1, 1992.

SELECTED RESEARCH PROJECTS / REPORTS

"Distance Education in Florida," The Hitt Report, Spring 1994.

"Florida Voluntary Code of Fair Campaign Practices," A Charter Framed by the Leroy Collins Center for Public Policy, October, 1991. Code has been adopted by both Florida Democratic and Republican parties.

"Pari-Mutuel Wagering in Florida," A report prepared through the Florida State University Center for Professional Development and Public Services, March 1, 1990.

Department of Business Regulation: Agency Functional Plan, 1989 - 1990.