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Office of the Chancellor  
Board of Governors  
Attn: Corporate Secretary  
325 W. Gaines Street, Suite 1614  
Tallahassee, Florida 32399-0400

Attached is my application for the Board of Trustees for  
University of Florida. Signed application is in the mail.

Can you please confirm receipt of this application?

David Thomas

[davidthomas49@gmail.com](mailto:davidthomas49@gmail.com)

203-536=0080

12 OCT -9 AM 11:59  
STATE UNIVERSITY  
SYSTEM OF FLORIDA



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

Application Form  
University Board of Trustees Position  
State University System of Florida

Name: Thomas David Marion Date Completed: 10/09/2012  
Last First Middle and/or Maiden

**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](mailto: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.

12 OCT -9 AM 11:59  
STATE UNIVERSITY  
SYSTEM OF FLORIDA  
BOARD OF GOVERNORS

**EXCLUSIONS**

The following conditions exclude eligibility for appointment as a University Board of Trustees 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: Thomas David Marion Date Completed: 10/09/2012  
Last First Middle and/or Maiden

1. University Board of Interest: Are you applying for reappointment? Yes  No   
 FAMU  FAU  FGCU  FIU  FPU  FSU  NCF  UCF  UF  UNF  USF  UWF

2. Residence Address: [REDACTED] Windermere Florida Orange 34786  
Street City State County Zip Code  
407-909-0228 203-536-0080  
Area Code/Phone Cell Phone

3. Current Employer or Occupation: Retired  
 Business Address: \_\_\_\_\_  
Street Office City State  
 Post Office Box \_\_\_\_\_ Suite \_\_\_\_\_ Zip Code \_\_\_\_\_ Area Code/Phone Number \_\_\_\_\_  
Davidthomas49@gmail.com  
E-mail Address

4. Specify the preferred mailing address: Business  Home  Fax # 407-909-0244

5. List all places of residence for the past five (5) years.  

Address	City and State	From	To
<u>[REDACTED]</u>	<u>Windermere, FL</u>	<u>3/2006</u>	<u>Present</u>

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
<u>[REDACTED]</u>	<u>Greenwich, Ct</u>	<u>Sept 1999</u>	<u>Still own</u>
<u>[REDACTED]</u>	<u>Wilton, Ct</u>	<u>July 1986</u>	<u>Sept 1999</u>
<u>[REDACTED]</u>	<u>Atlanta, Ga</u>	<u>1985</u>	<u>1986</u>
<u>[REDACTED]</u>	<u>Dallas, Tx</u>	<u>1983</u>	<u>1985</u>
<u>[REDACTED]</u>	<u>Carmel, In</u>	<u>1981</u>	<u>1983</u>

7. Date of Birth: [REDACTED] \* Place of Birth: Greenville, Alabama \*  
 8. Social Security No.: [REDACTED] \*  
 9. Driver License No.: [REDACTED] \* 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? 2006

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:

Date	Place	Nature	Disposition
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

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:

Date	Nature of Violation	Disposition
_____	_____	_____
_____	_____	_____

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.

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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.

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

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**EDUCATION, LICENSURE, MEMBERSHIPS**

22. Education:

A. High School: William R. Boone Orlando, FL Year Graduated: 1967  
(Name and Location)

B. List all postsecondary educational institutions attended:

<u>Name and Location</u>	<u>Date Attended</u>	<u>Certificates/Degrees Received</u>
University of Florida	1967-1971	BS in Industrial Engineering
University of Florida	1971-1972	MS Engineering

23. Have you received any degree(s) or professional certification(s) related to the subject matter of this appointment? Yes  No  If "Yes", list:

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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:

<u>License/Certificate Title &amp; Number</u>	<u>Original Issue Date</u>	<u>Issuing Authority</u>	<u>Disciplinary Action/Date</u>



25. Identify all association memberships and association offices held by you that relate to this appointment:

None

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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).

<u>Name</u>	<u>Mailing Address</u>	<u>Office(s) Held &amp; Term</u>	<u>Date(s) of Membership</u>
None			

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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:

<u>Employer Name and Address</u>	<u>Type of Business</u>	<u>Occupation/Title</u>	<u>Period of Employment</u>
Retired 2006			

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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:

<u>Position</u>	<u>Employing Agency</u>	<u>Period of Employment</u>

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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.

CEO & Chairman IMS Health, Inc. 11/2000-3/2006 (see attached resume for duties)  
 IBM Corporation 3/72-6/2000 Senior VP and Group Executive (see attached resume for roles)  
 Executive Chairman Fortune Brands Home and Security 10/2011-present  
 Board of Directors Interpublic Group (2004-present), Board of Trustee Fidelity Investments 2008-present

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:

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

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):

Office Title	Date of Election or Appointment	Term of Office	Level of Government
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

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

A. How frequently were meetings scheduled? \_\_\_\_\_  
 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).  

Meetings Attended	Meetings Missed	Reason for Absence
_____	_____	_____
_____	_____	_____
_____	_____	_____



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.  
 Executive Chairman Fortune Brands Home and Security 2011-present, Governance and Audit committees  
 Board of Interpublic Group 2004- present Member of Audit and Governance committees  
 Board of Trustees Fidelity Investments 2008-present Chr. Proxy committee, Equity II, SDR, and Compliance  
 Fortune Brands Board of Directors 2005-2011, Lead director, Chair of Audit, Governance committee

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 \_\_\_\_\_ Principals Represented \_\_\_\_\_

37. Describe your experiences and interests or elements of your personal history that qualify you for this appointment.  
 Experience as corporate executive and corporate board member. Board of Trustees experience at Fidelity Investments. Involvement with UF Engineering school in speaking with students on leadership.  
 IBM corporate partnership role with University of Michigan and University of Florida

38. Describe your understanding of the role of a member of a university board of trustees. Provide oversight and guidance to University leadership in executing their responsibilities. Ensure strategy for University is properly described and executed. Include oversight of governance, audit and education policies.

**CONFLICT OF INTEREST**

39. Describe any involvement with and/or relationship to the university to which you are applying (other than as a student).  
 College of Engineering Advisory Board Member  
 Member Gator Booster Board

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:

<u>Name of Business</u>	<u>Family Member's Relationship to you</u>	<u>Family Member's Relationship to Business</u>	<u>Business' Relationship to University</u>

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:

### 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.

<u>Name</u>	<u>Mailing Address</u>	<u>Zip Code</u>	<u>Area Code/Telephone Number</u>
David Carlucci	12 Hilltop Rd., Norwalk, Ct	06854	203-858-2138
William T. Smith	4084 Spring Island, Okatie SC,	29909	404-307-4548
William Van Faasen	12 Proctor Street, Manchester, Ma	01944	617-285-5850

**CERTIFICATION**

STATE OF Florida

COUNTY OF Orange

Before me, the undersigned authority, personally appeared David Thomas 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.

DL Thomas

Affiant's signature

Sworn to and subscribed before me on this 9 day of October, 2012 by

Diane R Sparrow

(signature of notary)

Diane L Sparrow

(typed, printed or stamped name)

Notary Public

Commission No.:

My Commission Expires:



DIANE L. SPARROW  
NOTARY PUBLIC  
STATE OF FLORIDA  
Comm# DD953321  
Expires 2/17/2014

Personally Known  OR Produced Identification

Type of Identification Produced \_\_\_\_\_



- Led efforts to extend IMS's Consulting and Services business, which has more than doubled in size since 2002, achieving 2004 annual revenue of \$181MM.
- Directed more than 25 acquisitions over four years to strategically position IMS for sustained growth.
- Moved decisively to strengthen management team by actively recruiting and identifying high-potential leaders.

#### IBM CORPORATION      1972 to 2000

**Senior Vice President/Group Executive, Personal Systems Group, Armonk, NY (1998-2000)**  
Responsible for profit and loss for global personal systems business with \$18B in revenue annually. Directed organization of 11,000 employees located in sales, service, development and manufacturing facilities in over 130 countries worldwide. Member, Corporate Executive Committee.

- Devised strategy and led complete redesign of IBM's personal computer business model, including redesigning the sales channel from 100% indirect to a hybrid model, including direct and internet-based sales. Achieved 20% revenue growth, 73% improvement in gross margins, and 45% profit increase.
- Established IBM as a leader in Intel-based server market. Gained four point share in two years, growing revenue 80%, which is five times the industry growth rate.
- Cut costs by over \$2.3B through increasing inventory turns from 12 to 27, reducing channel inventories by \$2B and outsourcing manufacturing from 20% to over 40% of total.
- Led IBM's total effort to become an e-business. PSG represented 80% of IBM's total e-business revenue of \$15B.

#### **General Manager, Global Industries, White Plains, NY (1996-1998)**

Full P&L responsibility for sales and support to IBM's top 5,000 enterprise customers globally. Annual revenue of \$51.7B, representing 70% of total company revenue. Directed worldwide organization of 13,000 employees.

- Developed and executed global management system for large accounts, focusing on 13 industry specific strategies versus country-based initiatives. Grew revenue by 9% or \$4B, while improving profits 13% to \$6.6B.
- Devised and executed strategy to build industry-specific consulting business. Generated incremental revenue of \$150MM through building practices in major industries and completing two strategic acquisitions valued at \$300MM.
- Reduced IBM investment and losses in application solutions business. Grew revenue 17% in this segment while significantly reducing expenses by over 25%.

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**General Manager, North America**, White Plains, NY (1995-1996)

Full P&L responsibility for IBM sales and service to all customer segments across North America. Annual revenue of \$28.8B. Directed organization of over 30,000 employees.

- Redesigned "go-to-market" model, utilizing sales specialists organized by product and industry. Grew revenue 9% and improved profits 24% to \$2.2B.
- Grew channel sales revenue by over 20%, focus on small and medium business segments.
- Achieved #1 position in customer satisfaction industrywide.

**General Manager, Asia Pacific**, Tokyo, Japan (1995)

P&L responsibility for Asia Pacific business operations with over \$10B of revenue. Directed 23,000 employees in sales and service locations across 37 countries.

- Achieved strong double-digit revenue (\$10.2B) and profit growth (\$1.5B).
- Devised and executed targeted growth strategy for China, doubling revenue to over \$1B within one year.
- Launched IBM's services business in Asia. Centralized all IBM Asia outsourcing into Australia to achieve economies of scale and greater efficiency.

**General Manager, AS/400 Division**, Somers, NY (1993-1994)

P&L responsibility for IBM's global mid-range computer business with annual revenue of \$4B and \$793MM in pretax profit. Directed worldwide organization of over 10,000 employees.

- Revitalized revenue growth by introduction of new generation of AS/400 systems. Grew market share by over 1 point, revenue by over 8% and profit by 65%.

**General Manager, Marketing**, White Plains, NY (1992-1993)

Operating executive responsible for all marketing and sales across product lines, channels, and customer sets in U.S. and Canada. Responsibilities included sales planning, product marketing, advertising and targeted sales programs. Directed organization of 500.

**Assistant General Manager, Finance & Planning**, Somers, NY (1991-1992)

CFO responsibilities for IBM's \$1.5B mainframe computing business. Directed organization of 250 focusing on business plan development, revenue and expense management, manufacturing strategies, audit and controls.

**President, National Distribution Division**, Montvale, NJ (1988-1991)

P&L responsibility for this \$5B sales and distribution business, reselling IBM products through external channels nationwide. Directed organization of 2000.



- Grew revenues an average of 15% annually during tenure through design and execution of innovative channel programs.
- Established use of external channels in addition to direct sales as an integral part of IBM's growth strategy.

**Vice President, Channel Management**, White Plains, NY (1987)

Responsible for developing and implementing channel strategy for U.S. businesses. Built strategic relationships with dealers, distributors and value added re-marketers.

**Executive Assistant to Chairman and CEO**, Armonk, NY (1986-1987)

**Regional Manager**, Atlanta, GA (1984-1985)

P&L responsibility for 11 branch locations in Southeastern U.S. Annual revenue exceeded \$900MM. Directed organization of 1200 employees.

- Achieved the highest revenue growth of IBM's nine regions, increasing volume by more than 10% within 12 months.

**Director of Marketing**, Dallas, TX (1983-1984)

Assumed staff sales and marketing responsibilities supporting the Southwestern region. Recognized for innovative marketing programs across all product lines.

**Branch Manager**, Indianapolis, IN (1981-1982)

Responsible for one of the largest revenue branch offices in IBM. Customer base included all accounts in Indiana excluding government and education. Directed staff of 160. Consistently achieved or exceeded all revenue and profit objectives.

**Marketing Manager**, Atlanta, GA (1979-1980)

Sales Manager for largest revenue unit in Southern Region, focusing on telecommunications, utilities and transportation industries. Managed staff of 8 sales representatives.

**Regional Marketing Representative**, Atlanta, GA (1977-1979)

**Marketing Representative**, Tampa, FL (1972-1977)

## EDUCATION

M.S., Engineering, University of Florida, 1972


B.S., Industrial Engineering, University of Florida, 1971

Distinguished Graduate Award, University of Florida, 1996

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ATTACHMENT B

Question #6

Address	City and State	From	To
	Cincinnati, Oh	1980	1981
	Lilburn, Ga	1977	1980