



STATE  
UNIVERSITY  
SYSTEM  
*of* FLORIDA  
Board of Governors

# Agenda and Meeting Materials

## February 20, 2014

Traditions Hall  
Gibbons Alumni Center  
University of South Florida  
4202 East Fowler Avenue  
Tampa, Florida 33620



STATE  
UNIVERSITY  
SYSTEM  
of FLORIDA  
Board of Governors

**ACTIVITIES  
BOARD OF GOVERNORS MEETINGS**

**Traditions Hall, Gibbons Alumni Center  
University of South Florida  
4202 East Fowler Avenue  
Tampa, Florida 33620  
February 20, 2014**

**By Telephone Conference Call  
Dial-in Number: 888-670-3525  
Participant Code: 4122150353# (listen only)**

**Thursday, February 20, 2014**

**1:00 p.m.            Board of Governors - Regular Meeting**  
Chair: Mr. Mori Hosseini; Vice Chair: Mr. Tom Kuntz  
All Board members

*Please note that this schedule may change at the Chair's privilege.*



CONSTITUTION  
OF THE  
STATE OF FLORIDA

AS REVISED IN 1968 AND SUBSEQUENTLY AMENDED

ARTICLE IX

EDUCATION

SECTION 7. State University System.--

(a) PURPOSES. In order to achieve excellence through teaching students, advancing research and providing public service for the benefit of Florida's citizens, their communities and economies, the people hereby establish a system of governance for the state university system of Florida.

(b) STATE UNIVERSITY SYSTEM. There shall be a single state university system comprised of all public universities. A board of trustees shall administer each public university and a board of governors shall govern the state university system.

(c) LOCAL BOARDS OF TRUSTEES. Each local constituent university shall be administered by a board of trustees consisting of thirteen members dedicated to the purposes of the state university system. The board of governors shall establish the powers and duties of the boards of trustees. Each board of trustees shall consist of six citizen members appointed by the governor and five citizen members appointed by the board of governors. The appointed members shall be confirmed by the senate and serve staggered terms of five years as provided by law. The chair of the faculty senate, or the equivalent, and the president of the student body of the university shall also be members.

(d) STATEWIDE BOARD OF GOVERNORS. The board of governors shall be a body corporate consisting of seventeen members. The board shall operate, regulate, control, and be fully responsible for the management of the whole university system. These responsibilities shall include, but not be limited to, defining the distinctive mission of each constituent university and its articulation with free public schools and community colleges, ensuring the well-planned coordination and operation of the system, and avoiding wasteful duplication of facilities or programs. The board's management shall be subject to the powers of the legislature to appropriate for the expenditure of funds, and the board shall account for such expenditures as provided by law. The governor shall appoint to the board fourteen citizens dedicated to the purposes of the state university system. The appointed members shall be confirmed by the senate and serve staggered terms of seven years as provided by law. The commissioner of education, the chair of the advisory council of faculty senates, or the equivalent, and the president of the Florida student association, or the equivalent, shall also be members of the board.

**History.**--Proposed by Initiative Petition filed with the Secretary of State August 6, 2002; adopted 2002.





STATE  
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of FLORIDA  
Board of Governors

## AGENDA

**Board of Governors Meeting**  
**Traditions Hall, Gibbons Alumni Center**  
**University of South Florida**  
**Tampa, Florida**  
**February 20, 2014**  
**1:00 p.m.**

1. **Call to Order and Chair's Report:** *Chair Mori Hosseini*
  
2. **Chancellor's Report:** *Chancellor Marshall M. Criser III*
  
3. **Public Comment:** *Chair Hosseini*
  
4. **Consideration of Confirmation of President for Florida Atlantic University:**  
*Chair Hosseini*
  
5. **Consideration of Confirmation of President for Florida A&M University:**  
*Chair Hosseini*
  
6. **Concluding Remarks and Adjournment:** *Chair Hosseini*

(As to any item identified as a "Consent" item, any Board member may request that such an item be removed from the consent agenda for individual consideration.)

Public comment will only be taken on agenda items before the Board. Public comment forms will be available at the staff table at each meeting and must be submitted prior to the plenary meeting of the Board. A maximum of 15 minutes will be set aside after the Chancellor's Report to accept public comment from individuals, groups, or factions who have submitted a public comment form.)

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS**

February 20, 2014

**SUBJECT:** Chair's Report to the Board of Governors

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**PROPOSED BOARD ACTION**

For Information Only

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

Article IX, Section 7, Florida Constitution

**BACKGROUND INFORMATION**

The Chair, Mori Hosseini, will convene the meeting with opening remarks.

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**Supporting Documentation Included:** None

**Facilitators/Presenters:** Chair Mori Hosseini

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS**

February 20, 2014

**SUBJECT:** Chancellor's Report to the Board of Governors

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**PROPOSED BOARD ACTION**

For Information Only

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

Article IX, Section 7, Florida Constitution

**BACKGROUND INFORMATION**

Chancellor Marshall Criser, III, will report on activities affecting the Board staff and the Board of Governors since the last meeting of the Board.

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**Supporting Documentation Included:** None

**Facilitators/Presenters:** Marshall Criser, III

STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS  
February 20, 2014

**SUBJECT:** Public Comment

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**PROPOSED BOARD ACTION**

For Information.

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

Article IX, Section 7, Florida Constitution; Article V, Section H, Board of Governors Operating Procedures; Section 286.0114, Florida Statutes

**BACKGROUND INFORMATION**

Article V, Section H, of the Board of Governors Operating Procedures provides for public comment on propositions before the Board. The Board will reserve a maximum of fifteen minutes during the plenary meeting of the Board to take public comment.

Individuals, organizations, groups or factions who desire to appear before the Board to be heard on a proposition pending before the Board shall complete a public comment form specifying the matter on which they wish to be heard. Public comment forms will be available at each meeting and must be submitted prior to the plenary meeting.

Organizations, groups or factions wishing to address the Board on a proposition shall designate a representative to speak on its behalf to ensure the orderly presentation of information to the Board. Individuals and representatives of organizations, groups or factions shall be allotted three minutes to present information; however, this time limit may be extended or shortened depending upon the number of speakers at the discretion of the Chair.

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**Supporting Documentation Included:** None

**Facilitators/Presenters:** Chair Mori Hosseini

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS**

February 20, 2014

**SUBJECT: Consideration of Confirmation of President for Florida Atlantic University**

**PROPOSED BOARD ACTION**

Consider the confirmation of Dr. John Kelly as the next president of Florida Atlantic University as recommended by the Board of Trustees of Florida Atlantic University.

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

Section 7, Article IX, Florida Constitution; Board of Governors Regulation 1.001  
University Boards of Trustees Powers and Duties

**BACKGROUND INFORMATION**

Sub-paragraph (5)(c) of Regulation 1.001 provides that the board of trustees shall select its president subject to confirmation by the Board of Governors. The candidate shall be required to appear before the Board of Governors for the confirmation. A two-thirds vote of the Board of Governors shall be required to deny confirmation of a candidate selected by a board of trustees.

On January 17, 2014, the Board of Trustees of Florida Atlantic University selected Dr. John Kelly to serve as the next president of Florida Atlantic University. The Florida Atlantic University Board of Trustees Chair Anthony Barbar requested confirmation of Dr. Kelly's selection by the Board of Governors.

Florida Atlantic University provided the following documents for review:

- (1) Letter from Florida Atlantic University Board of Trustees Chair, including Summary of Contractual Provisions and Compliance Statement
- (2) Presidential Search Committee Meeting Minutes, September 25, 2013 outlining the Search Process and Criteria,
- (3) Search Timeline,
- (4) Names of Search Committee Members,
- (5) Position Announcement,
- (6) Candidate's Letter of Application, and
- (7) Candidate's Curriculum Vitae

The selection is pending confirmation by the Board of Governors.

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**Supporting Documentation Included:**

1. Letter from Florida Atlantic University Board of Trustees Chair, including Summary of Contractual Provisions and Compliance Statement
2. Presidential Search Committee Meeting Minutes, September 25, 2013 outlining the Search Process and Criteria,
3. Search Timeline,
4. Names of Search Committee Members,
5. Position Announcement,
6. Candidate's Letter of Application, and
7. Candidate's Curriculum Vitae

**Facilitators/Presenters:**

Mori Hosseini, Chair, Board of Governors  
Wendy Link, Member, Board of Governors  
Florida Atlantic University Presidential Search Committee  
Anthony Barbar, Chair, Florida Atlantic University Board of Trustees  
Dr. John Kelly, Candidate



February 13, 2013

Morteza "Mori" Hosseini, Chairman  
Board of Governors  
State University System of Florida  
325 West Gaines Street, Suite 1614  
Tallahassee, FL 32399

Dear Governor Hosseini:

On January 17, 2014, the Florida Atlantic University Board of Trustees unanimously selected Dr. John W. Kelly to serve as the University's next president. Dr. Kelly has worked at Clemson University for over 28 years, including the last 17 as a Vice President. In July of 2010, he was named the Vice President for Economic Development, one of Clemson's three Mission Vice Presidents. Dr. Kelly earned his bachelor's degree from Clemson and his master's and doctoral degrees from Ohio State University.

We have negotiated an employment agreement with Dr. Kelly that will be considered by the FAU Board on February 18, 2014. If approved, the contract will commence on March 1, 2014. It is a five year agreement with an annual base salary of \$400,000 and a total compensation package that ranks seventh among the SUS presidents. The University's General Counsel has confirmed that the contract complies in all respects with Florida law, including but not limited to all statutory provisions governing presidential compensation, termination, and severance.

The FAU Board of Trustees respectfully requests that the Board of Governors approve Dr. Kelly's appointment as President of FAU at the Board's February 20, 2014 meeting. Please let me know if I can provide you any additional information in preparation for that meeting.

Sincerely,

A handwritten signature in blue ink that reads "Anthony K.G. Barbar". The signature is written in a cursive style and is positioned above a thin blue horizontal line.

Anthony K.G. Barbar  
Chairman

Cc: Chancellor Marshall Criser, III, State University System of Florida  
Dr. John Kelly, President-select, Florida Atlantic University



**Presidential Search Committee Meeting Minutes  
Wednesday, September 25, 2013  
Conference Call**

Chairman Anthony Barbar convened the presidential search committee meeting of the Florida Atlantic University Presidential Search Committee with the following members participating:

Ms. Fabiola Brumley, Mr. Jorge Cabrera, Jr., Mr. Andrew Einbinder, Ms. Wendy Link, Ms. Patricia McKay, Dr. Ronald Nyhan, Mr. Phil Smith, Mr. Jay Weinberg, and Mr. Thomas Workman.

The following university officials and Parker Executive Search team were on the call:

Mr. David Kian, General Counsel; Ms. Laurie Wilder, Executive Vice President, Parker Executive Search; Ms. Porsha Williams, Vice President, Parker Executive Search; and Mr. Andrew LaPlant, Coordinator, Board of Trustees.

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**I. Call to Order**

Chairman Anthony Barbar called to order the presidential search committee. **Roll was taken and a quorum was established.**

**II. Charge to the Search Committee and Legal Issues**

Chair Barbar asked David Kian of the General Counsel to go over the legal issues and the way that presidential search needs to be operated. Mr. Kian talked about the Board of Governors regulations. The main requirement is that the Sunshine State requires state universities to conduct searches for their presidents through a search committee designated by the Board of Trustees. Final ratifications of candidates, along with statements of the process that have been followed, must be reported to the Board of Governors. Under board law, the committee is performing a publicly functioning committee for the university. Members are not to discuss with each other matters of action regarding the committee or actions at any time other than during a publicly held meeting. The committee will review applications and make recommendations to the Board of Trustees where candidates will be interviewed and taken into consideration. Documents received pertaining to the search (i.e. e-mail, memos, letters, etc.) must be presented to the committee and kept in record. The university department of Public Relations handles all public record requests; personal notes are not considered public records and need not be shared with others.

Chair Barbar then continued to discuss the Board's selection of a search firm that was carried out through a Request for Proposal (RFP) that was distributed to eleven firms that were qualified to participate. Of the eleven firms, three were disqualified, one chose not to respond, and the others responded. A day and a half was spent speaking telephonically to each of the respondents. The philosophy, openness, and tenacity of the Parker Firm were noted.

### III. The Search Process

Chair Barbar welcomed Laurie Wilder, the Presidential Search Consultant, to introduce her firm's role in higher education and outline the details of the presidential search environment. A proactive approach is taken towards recruitment; looking for stably employed individuals to serve as candidates. The search committee will have access to all actions carried out by Wilder's firm where they will not speak on behalf of the committee and will direct all questions to Chairman Barbar. Potential candidates will be evaluated through observation and research.

The first part of the search process is coming to an understanding of what the committee is looking for; what leadership objectives are needed in the presidency. Afterwards, a position description and profile will be put together. The position for the executive search will be advertised to various publications where the most outstanding candidates will be developed through proactive agreement on responsibility. Once that has been completed, the committee will agree to a timeline that allows ample time to recruit candidates, outlines every step of the process, when candidate information will be received, and when interviews are scheduled. All background information on candidates will be carefully checked for accuracy and the committee made aware of any concerns or controversies surrounding the candidate.

Ms. Wilder asked each of the search committee members to give a few thoughts on what they are looking for in the next president:

Corey King - Care about the direction of FAU; brings meaningful conversation and dialogue among our diverse community and assisting the BOT and others in going in the right direction. Helping to formulate a vision and direction

Julie Servoss - Fostering the diversity on our campus and defining what FAU is and who we are as a community. Someone in touch with the culture of FAU; highest level of integrity; no flaws that we can identify

Phil Smith - Someone who goes out and touches the faculty and community leaders, not just sit in the president's house

Jay Weinberg - Understanding the difference between free-speech and hate-speech

Abdol Moabery - Self-confidence and a real appreciation for the potential FAU has; a visionary with a plan

Robert Stilley - Embracing our assets-people, products, facilities; Exploiting them will take us to the next level; passion

Tom Workman - Relatable to all the diverse populations and service areas; someone with experience with multiple campuses, open-minded, knowledgeable in research and thinks out of the box

Wendy Link - Consensus Builder, Community Leader, Someone with the ability to work with the external community and proactive to promote the goals of the university to those groups, non-traditional

Patricia McKay - Ability to not only guide and direct the vision for FAU but engage all the different constituents; someone with the ability to vision change and execute

Jorge Cabrera, Jr. - Increasing the level of engagement with the constituents, not afraid to make changes

Ronald Nyhan - Somebody who is an innovate leader-an entrepreneur; somehow who can brainstorm a plan to acquire the funds that we need, being able to work within the community with potential donors and alumni

Barbar said there was a lot of thought given to the composition of this committee. Even though we all didn't use the same words, we are on the same page. The way to increase the probability of success is for all of us to be engaged. We represent the community that the president will cooperate within. I appreciate the thought that went into your remarks and I look forward to working with you.

Our next step, you will hear about forums that will be taking place on different campuses and I may ask you to participate in these so you are connected to the process.

**The meeting was adjourned.**



**TIMELINE FOR SELECTION OF  
President**

**November 1, 2013**

The exact timing is directed by Florida Atlantic University (FAU) and the Board of Trustees. We will agree with the University on a strict timeline and commit the full resources of our firm to aggressively conduct the search to meet and exceed FAU’s expectations. Our firm has a reputation for successfully completing assignments on schedule.

<u>DATE/TIME</u>	<u>OBJECTIVE</u>	<u>RESPONSIBILITY</u>
<b>September 24 and 25, 2013</b>	Meeting with Chair Anthony Barber, FAU Board of Trustees, Presidential Search Committee and various campus constituency groups to discuss search process, expectations of qualified candidates as well as position requirements and timeline. <i>(Public Meeting/ No Webcast)</i>	<b>Chair Anthony Barber, FAU Board of Trustees, Presidential Search Committee, Campus Constituency Groups and Parker Executive Search (PES)</b>
<b>November 2013</b>	<b>Advertisements announcing the position will appear in the following:</b> <ul style="list-style-type: none"> <li>• <i>Chronicle of Higher Education</i></li> <li>• <i>Diverse Issues in Higher Education</i></li> <li>• <i>Women in Higher Education</i></li> <li>• <i>Hispanic Outlook</i></li> <li>• <i>Florida Atlantic University website</i></li> <li>• <i>Parker Executive Search website</i></li> </ul>	<b>PES</b>
<b>October 2013 – January 2014</b>	Candidate identification will proceed through Presidential Search Committee and FAU faculty and staff nominations, advertising, correspondence, and direct recruiting by the Search Committee and PES to identify qualified candidates interested in this position.	<b>Presidential Search Committee and PES</b>

<p><b>November 1, 2013</b> <i>10:30 a.m. - Conference Call</i></p>	<p>The first search update will be provided to the Presidential Search Committee. <i>(Public Meeting/ No Webcast)</i></p>	<p><b>Presidential Search Committee and PES</b></p>
<p><b>November 26, 2013</b> <i>10:30 a.m. - Conference Call</i></p>	<p>The second search update will be provided to the Presidential Search Committee. <i>(Public Meeting/ No Webcast)</i></p>	<p><b>Presidential Search Committee and PES</b></p>
<p><b>December 17, 2013</b> <i>10:30 a.m. - Conference Call</i></p>	<p>The third search update will be provided to the Presidential Search Committee. <i>(Public Meeting/ No Webcast)</i></p>	<p><b>Presidential Search Committee and PES</b></p>
<p><b>January 6, 2014</b> <i>2:00 p.m. - Presidential Search Committee Meeting</i></p>	<p>The Presidential Search Committee will receive all candidate materials submitted for consideration via the secure site. In addition, the Presidential Search Committee will receive Parker Executive Search's recommendation of 8 (more or less) candidates who have expressed an interest in the position and who meet the required job qualifications.</p> <p>The Presidential Search Committee may identify 8 (more or less) candidates to schedule for interviews. <i>(Public Meeting/ No Webcast)</i></p>	<p><b>Presidential Search Committee and PES</b></p>
<p><b>January 9 and 10, 2014</b></p>	<p>The Presidential Search and Screening Committee may conduct initial interviews (Location: Ft. Lauderdale) of candidates.</p> <p>Candidates will be scheduled by the search firm. <i>(Public Meeting/ No Webcast)</i></p>	<p><b>Presidential Search Committee and PES</b></p>
<p><b>January 10, 2014</b></p>	<p>The Presidential Search Committee may select final candidates for on-campus interviews.</p>	<p><b>Presidential Search Committee and PES</b></p>

<p><b>January 14, 15 and 16, (as needed) 2014</b></p>	<p>The final candidates may be scheduled for on-campus interviews, to be arranged with the advice and assistance of PES.</p> <p>PES will conduct extensive background checks on all final candidates, including credit, criminal and motor vehicle background checks; confirm degrees, conduct media reviews for potentially controversial areas of concern, obtain candidates' signed statement of resume accuracy, and reference checking. <i>(It is the search firm's recommendation that the Presidential Search Committee conduct team referencing of the final candidates.)</i></p>	<p><b>Presidential Search Committee and Campus Constituency Groups</b></p>
<p><b>January 17, 2014</b></p>	<p>FAU Board of Trustees may conduct interviews of the final candidates, including visits to the campuses of select candidates (if desired).</p> <p>The Presidential Search Committee will present 3 unranked candidates to the FAU Board of Trustees. <i>(Public Meeting/ No Webcast)</i></p> <p>An offer will be extended to the selected candidate. The search firm will contact all candidates who are not selected for final consideration.</p>	<p><b>FAU Board of Trustees</b></p> <p><b>BOT and PES</b></p>
<p><b>To Be Determined</b></p>	<p>The new President will assume responsibilities at Florida Atlantic University.</p>	

Parker Executive Search will work directly with the Board of Trustees and Florida Atlantic University to arrange all schedules and assist in facilitating and expediting the process of candidate recommendation. The search firm will also work with the Presidential Search and Screening Committee to arrange final schedules and, when necessary, assist in the offer and negotiations. Background and reference checks will continue throughout the process to ensure that all parties are satisfied with the information provided on each final candidate. All deliberations will be maintained in confidence by the search firm and its representatives.

*Parker Executive Search accepts, without reservation, the principles of equal opportunity in employment. Parker Executive Search does not discriminate on the basis of gender, disability, race, age, color, sexual orientation, political affiliation, marital status, national origin, or religion.*

## 2013 FAU Presidential Search Committee



**Anthony Barbar**  
Chair, FAU Board of Trustees

Anthony K.G. Barbar, of Boca Raton, is currently the Chair of the FAU Board of Trustees (BOT). Previously, Barbar served as the Chair of the Audit and Finance Committee. He was previously the president of the FAU National Alumni Association. He is President and Chief Executive Officer of Barbar & Associates, LLC and has been involved in the acquiring, planning, financing, developing, consulting, advising, managing, leasing and sales of real estate projects for the past 30 years.

Barbar earned a Bachelor's degree in International Business from FAU.

Fabiola Brumley is the Southeast Regional Business Banking Executive at Bank of America Merrill Lynch and is responsible for the business bank segment in a nine-state area ranging from Maryland through the mid-Atlantic and south to Florida.

Brumley was awarded the Sun-Sentinel Excalibur award in 2012 for Palm Beach County Business Leader of the Year. She has also been awarded numerous South Florida Business Journal honors, including a Palm Beach CEO of the Year award and a Powers Leaders in Banking recognition in 2010. She earned her B.S. in Accounting and M.B.A. from FAU.



**Fabiola Brumley,**  
SE Business Banking Region Executive  
Bank of America Merrill Lynch

## 2013 FAU Presidential Search Committee



Florida Atlantic University Alumni Association Chair Jorge Cabrera, Jr., BS '98, is the Director of Accounting & Technology Services for The Breakers Palm Beach, Inc. Cabrera coordinates all of The Breakers accounting and technology related activities. He received his bachelor's degree in Finance in 1998 and has over ten years of financial management experience. Cabrera's volunteer involvement includes board positions with the Florida Atlantic University National Alumni Association (2002-2008), the Village of Palm Springs and St. Ann's Catholic School. Professional involvement includes serving as an executive board member and treasurer for the Resort Hotel Association.

Jorge Cabrera, Jr.  
Director of Accounting & Technology Services  
The Breakers

Andrew Einbinder, currently a senior, enrolled at FAU in 2010 to pursue a degree in communication studies with a minor in sociology. Einbinder has demonstrated a strong commitment to Florida Atlantic University and is involved in multiple clubs, committees, organizations and agencies within the university. In addition to being a graduate of the FAU leadership program, he has held several leadership positions at the university during the past three years, including House Representative and COSO chair of Student Government.

Einbinder was also a member of the Student Alumni Association, staff member of OwlTV, member of the FAU Mobile Technology Committee, co-chairman of the FAU OIT Student Advisory Committee, member of the FAU Insurance Committee, Hillel student intern, and the marketing, fundraising and sponsorship chair for the FAU Relay For Life team.



A.J. Einbinder  
FAU Student

## 2013 FAU Presidential Search Committee



Dr. Corey A. King is the Associate Vice President and Dean of Students at Florida Atlantic University. He is also an Associate Graduate Faculty with the department of Educational Leadership and Research Methodology within the College of Education.

Dr. King is involved with the Southern Association for College Student Affairs (SACSA) and the National Association of Student Personnel Administrators (NASPA). Dr. King has participated in many institutes and workshops including the NASPA/SACSA New Professional Institute (NPI), NASPA/SACSA Mid Managers' Institute (MMI), and the NASPA Senior Student Affairs Officers' Institute.

**Corey King**  
Associate Vice President and Dean of Students  
Florida Atlantic University

Wendy Link is the Managing Partner and a founding partner of Ackerman, Link & Sartory. Link concentrates her legal practice in the areas of commercial real estate, asset-based financing, and general corporate law.

Wendy serves as Secretary/Treasurer of the Florida Colleges Trustee Commission, a designated division of the Association of Florida Colleges, and as immediate Past-Chair of the District Board of Trustees for Palm Beach State College. In 2011, Wendy was honored by the Florida Association of Community Colleges with its Trustee of the Year Award.

Wendy received her bachelor degree from the University of North Carolina and her law degree from Duke University School of Law.



**Wendy Link**  
Florida Board of Governors

## 2013 FAU Presidential Search Committee



Patricia McKay  
Partner and CPA  
Templeton & Company

Patricia McKay is a Partner and CPA at Templeton & Company. Prior to joining Templeton, she served as Executive Vice President and Chief Financial Officer at Office Depot, Inc., where she also served on its Board of Directors. Prior to that position, she was the Executive Vice President and CFO at Restoration Hardware, Inc. and held senior finance leadership positions at AutoNation, Inc., and Dole Food Company, Inc.

McKay is a highly sought after advisor and often speaks at numerous conferences on timely topics of interest to the finance professional, operational executives, and board executives. She was named an Influential Business Woman and as a Key Partner by The South Florida Business Journal, inducted into FAU's National Alumni Association Hall of Fame and serves on the FAU Foundation Board.

Abdol Moabery, of Delray Beach, is the president and chief executive officer of GA Telesis LLC, a global leader in commercial aerospace. He previously served as executive vice president of Aviation Systems International, Inc., and as director of marketing and sales at C-S Aviation Services, Inc.

Moabery and his wife are also philanthropists of various organizations, including His House Children's Home, Kids in Distress, Florence Fuller Child Development Center, Food for the Poor, the ISTAT Foundation, the Factor Foundation and the March of Dimes. Moabery serves on the FAU Stadium Leadership Committee, is president of the Wings Club Scholarship Fund and serves as an adviser to several national and local children's charities. An honorably discharged veteran from the U.S. Navy and U.S. Naval Reserve, Moabery attended FAU, where he currently serves on the Board of Trustees.



Abdol Moabery  
FAU Board of Trustees

## 2013 FAU Presidential Search Committee



**Ronald Nyhan**  
FAU Board of Trustees  
Faculty Senate President

Dr. Ronald Nyhan is an Associate Professor in the School of Public Administration in the College for Design and Social Inquiry and alumnus of FAU. He developed the first Master of Nonprofit Management in the Florida SUS and serves as Coordinator of the nonprofit degree programs in the School of Public Administration.

Prior to coming to FAU, Nyhan spent twenty years in the private sector as President of Landrum & Brown, Ltd. an international consulting firm specializing in management of large scale facilities including civilian airports and military installations. He was also a Principal in Booz, Allen & Hamilton where his area of specialization was management of transportation systems including air, rail and transit systems in several major US metropolitan areas including New York City, Chicago, Los Angeles, San Francisco and Washington.

Richard Schmidt is president and chief executive officer of Schmidt Companies Inc., a diversified investment company. A resident of Boca Raton since 1968, Schmidt has played an integral part in the growth and development of Boca Raton, and his activities are evident in the community. As founder and managing partner of Schmidt, Raines, Trieste, Dickenson, Adams, and Company, Certified Public Accountants, Chartered, he led the company to become the area's largest accounting firm.

Schmidt earned his MBA from FAU in 1970 and has served as an FAU assistant accounting professor and is a former member of the College of Business Advisory Council and Christine E. Lynn College of Nursing Advisory Board. His parents, Charles and Dorothy Schmidt, were actively involved in the FAU Foundation and their names are on three of FAU's leading colleges.



**Dick Schmidt**  
President and CEO,  
Schmidt Companies, Inc.

## 2013 FAU Presidential Search Committee



**Julie Servoss**  
Associate Dean  
Charles E. Schmidt College of Medicine  
Florida Atlantic University

**Julie C. Servoss, M.D., M.P.H.,** a board-certified gastroenterologist and internist, serves as the Associate Dean for Diversity, Cultural and Student Affairs and Associate Professor of Clinical Biomedical Science in the Charles E. Schmidt College of Medicine at Florida Atlantic University (FAU). Dr. Servoss joined FAU in 2007, and in her current role she is responsible for the design, development, implementation and management of a comprehensive diversity and cultural competency program in the College.

Dr. Servoss received her B.A. in Human Biology with Honors from Stanford University, her M.D. from Harvard Medical School and her M.P.H. from the Harvard School of Public Health. Dr. Servoss completed her internship and residency in internal medicine and her fellowship in gastroenterology at the Massachusetts General Hospital.

**Phil Smith** is the President and Chief Executive Officer of the Phil Smith Automotive Group, Smith and is responsible for the overall operations of the organization, including working with the equity partners at the locations, as well as orchestrating the acquisition and growth strategies of the organization. Smith has over thirty years of direct hands-on sales and management of automobile dealerships, and has built the organization from the ground up starting from his first equity venture in a Toyota Dealership in Homestead, Florida, in 1980.

Smith is one of the most highly respected dealers in the Southeastern United States, and is a recognized National leader as a Toyota dealer. He graduated from Florida Atlantic University with a degree in Finance in 1969 and is a member of the FAU Foundation Board.



**Phil Smith**  
President and CEO,  
Phil Smith Automotive Group

## 2013 FAU Presidential Search Committee



**Robert J. Stilley**  
FAU Board of Trustees

“Bob” Stilley is a past Chair of the FAU Board of Trustees. He has served as President and Chief Executive Officer of HeartCare Imaging, Inc. since 1998 bringing over twenty years experience in the Diagnostic Imaging and Cardiology Industries to HCI.

Stilley is a member of the American Society of Nuclear Cardiology, the Society of Nuclear Medicine, and a founding member of the Society of Cardiovascular Computer Technology. Stilley is a past president of the Martin County Council of 100. He has also been active in volunteer work as a coach for local youth sports teams and is a member of St. Jude's Catholic Church Finance Committee. He received his degree in Business Administration from the University of Florida.

Jay Weinberg, Chairman Emeritus of Hirschler Fleischer, has been selected as one of Virginia Lawyer's Weekly's "Leaders in the Law." He has been honored for his leadership in the development of the Nuremberg courtroom reconstructed at the Virginia Holocaust Museum.

Weinberg has served as rector of Virginia Commonwealth University and on the Board of the Medical College of Virginia Hospitals. He was involved in the establishment of the Virginia Biotech Research Park and VCU's School of Engineering. He is the former President of the Jewish Community Federation of Richmond, Congregation Beth Ahabah and the Jewish Community Center. He serves as Vice Chair of the Board of the FAU Foundation, and the Weinbergs support many institutions throughout Virginia and Florida.



**Jay Weinberg**  
Chairman Emeritus,  
Hirschler Fleischer

## 2013 FAU Presidential Search Committee



Thomas Workman, Jr.  
Vice Chair,  
FAU Board of Trustees

Thomas Workman, Jr., of Boca Raton, is currently the Vice Chair and Chair of the Audit and Finance Committee on the FAU Board of Trustees. Workman is President of Thomas Workman & Associates, Certified Public Accountants, Chartered in Boca Raton. Since 1973, Workman has been either the president or managing partner of his own accounting firms. He is actively involved with the American Institute of Certified Public Accountants (AICPA) and the Florida Institute of Certified Public Accountants (FICPA). He is also a personal financial specialist, AICPA accredited.

Workman's leadership in public service organizations includes past president of the Greater Boca Raton Estate Planning Council, past president of the Rotary Club of Boca Raton, past chairman of the Greater Boca Raton Chamber of Commerce, past president of The American Heart Association of Boca Raton and formerly on the Board of Directors of the American Heart Association, Florida/Puerto Rico Affiliate, and past treasurer of the FAU Foundation. He received a Bachelor of Science degree from Florida Atlantic University and is a lifetime member of the FAU National Alumni Association.

## 2013 FAU Presidential Search Committee Roster

<u>Member</u>	<u>Representing</u>
Anthony Barbar, Chair	FAU Board of Trustees
Fabiola Brumley	Community
Jorge Cabrera, Jr.	FAU Alumni Association
A.J. Einbinder	FAU Student
Corey King	FAU Staff
Wendy Link	Florida Board of Governors
Patricia McKay	FAU Foundation
Abdol Moabery	FAU Board of Trustees
Ronald Nyhan	FAU Faculty and Board of Trustees
Dick Schmidt	Community
Julie Servoss	FAU Faculty and Administration
Phil Smith	FAU Foundation
Robert J. Stilley	FAU Board of Trustees
Jay Weinberg	FAU Foundation
Thomas Workman, Jr.	FAU Board of Trustees



## **PRESIDENT**

The Board of Trustees invites nominations and applications for the next President of Florida Atlantic University, who will provide vision and direction to the role of our multi-campus university in meeting the changing needs of the region, the State of Florida, the nation and the world.

### **HISTORY**

Florida Atlantic University, located in Boca Raton, Florida, opened in 1964 as the fifth of 11 institutions comprising the State University System of Florida. The University was dedicated on October 25, 1964, by President Lyndon B. Johnson, one of the few American institutions of higher learning to be so honored by a sitting President of the United States. Florida Atlantic University opened as the first university in the nation serving upper-division and graduate students exclusively. Twenty years later, in 1984, FAU became a four-year university when the first freshman class was admitted.

### **FAU TODAY**

Today, Florida Atlantic University is a comprehensive public university serving approximately 30,000 students at sites throughout its six-county service region in southeast Florida. With more than 3200 employees and an annual operating budget of \$600 million, FAU has an economic impact in South Florida of \$6.3 billion per year. The University's 10 colleges offer more than 170 undergraduate and graduate degree programs in fields that span the arts and humanities, the sciences, medicine, nursing, accounting, business, education, public administration, social work, architecture, engineering, computer science, and more. In the last five years alone, FAU has completed more than \$300 million of capital projects on its vibrant and flourishing campuses. Florida Atlantic University is now a university known for excellent and accessible undergraduate and graduate education, distinguished for the quality of its programs across multiple campuses, and classified as a very high research institution that is internationally acclaimed for its contributions to creativity and research as well as its collaborations with regional partners. For more information: <http://www.fau.edu/explore/files/2012quickfacts.pdf>.

*On the Forefront of Research*

Built on a rich tradition as a teaching university with a respected faculty, FAU is earning a reputation as a top research institution in areas ranging from biomedicine and biotechnology to ocean engineering and coastline security.

This research will lead to the next generation of medical cures and technological advancements, all of which builds the local economy. FAU is classified as a High Research Activity institution by the Carnegie Foundation for the Advancement of Teaching.

### *Living and Learning*

Outside the classroom, hundreds of student activities from fraternities and sororities to pre-professional student associations enrich the learning experience and nurture relationships that last a lifetime. And while there is no substitute for the dynamic synergy created in the classroom, FAU faculty and students seek out real-world experiences that enhance the classroom experience, such as internships, hands-on research and study-abroad opportunities.

### *Inspired by the Community*

A truly engaged university is one that builds a two-way street between the campus and the community. FAU is committed to connecting local business, government and nonprofits to the faculty, staff and students.

### *Flying Forward*

With people from all 50 states and more than 180 countries studying, living and working at FAU, few things unite like standing shoulder to shoulder at a game cheering the Owls to victory. The University sponsors 19 NCAA Division I sports teams that compete nationally in Conference-USA. A gleaming new 30,000-seat football stadium opened on the Boca Raton campus in 2011, giving FAU the only Division I stadium in America with views of the Atlantic Ocean.

## **THE POSITION**

The President is the chief executive officer of the University and responsible for all aspects of its mission and operation. The President reports to the Board of Trustees.

The new President of Florida Atlantic University will bring a significant history of strong, inclusive leadership to this complex university setting. Such leadership is required to bring together various stakeholders of FAU, including both internal and external constituents, to embrace and advance the vision and mission of the university. The President will be a strategic, innovative and results-oriented leader with significant experience leading large and complex organizations.

The University's new leader will have considerable experience building infrastructure that can support the collaborative research relationships and innovative spirit that are fostered and practiced at FAU. He/she will use that experience to build on the current exceptional momentum

in the University's development as an internationally recognized research university. The new President will be an experienced bridge builder with a strong history of community involvement. He/she will grow FAU's innovative public-private partnerships and measurably strengthen the University's relationships with educational and other local institutions, businesses, foundations, alumni and local, state and federal governments. The ability to develop positive relationships with public officials and effectively navigate within the political climate at the local, state and national levels is key. He/she will be an articulate and passionate advocate and will communicate the priorities, needs and aspirations of the University effectively to both internal and external constituencies.

The new President will demonstrate the ability to advocate for FAU in the evolving environment of higher education in Florida and will maintain and strengthen relations with the State Legislature, as well as with members of the State University System including other presidents, the Board of Governors, and the Chancellor. The President will be a thoughtful leader who understands the dynamics and knows the trends and issues in higher education and how they apply to a public research university within the national and global context of the 21<sup>st</sup> century.

### **PERSONAL QUALITIES**

Florida Atlantic University encourages candidates from all professional backgrounds. The successful candidate for President of FAU will demonstrate the highest degree of personal integrity and ethical standards. He/she will be committed to the value of diversity and the creation of a community in which all members can thrive. The new President will have a high level of energy and enthusiasm for the mission and values of FAU. He/she will be able to build and sustain highly productive leadership teams and inspire others to strive for excellence. Self-confident and open to challenge and critique, he/she will be forward-thinking and capable of managing dynamic change. The new President will be proficient in strategic planning and have a keen understanding of strategic choice in resource allocation.

FAU's new leader will be committed to the creation of an environment where high quality undergraduate and graduate teaching is valued and rewarded and in which faculty and student research and creative activity can flourish. He/she will understand the role of athletics within a university community. He/she will be able to work effectively with a governing board and will understand collaborative labor relations and collective bargaining processes. The FAU President will be a consensus builder with a fair, collaborative and transparent leadership style. Finally, the University's new leader will possess patience when needed and a good sense of humor.

### **APPLICATION/NOMINATION PROCESS**

The Board of Trustees invites letters of nomination, applications (letter of interest, complete CV, and references) or expressions of interest to be submitted to the search firm assisting the Board. Review of materials will begin immediately and continue until the appointment is made. It is preferred, however, that all nominations and applications be submitted prior to **January 3, 2014** to:

Laurie C. Wilder, Executive Vice President and Managing Director

Porsha L. Williams, Vice President  
Five Concourse Parkway, Suite 2900  
Atlanta, GA 30328

[lwilder@parkersearch.com](mailto:lwilder@parkersearch.com) || [pwilliams@parkersearch.com](mailto:pwilliams@parkersearch.com)

Phone: 770-804-1996 x 109 | Fax: 770-804-1917

January 5, 2013

John W. Kelly  
Vice President  
Clemson University  
Clemson, SC 29634

Florida Atlantic University Presidential Search Committee  
c/o Laurie C. Wilder, Executive Vice President and Managing Director  
Porsha L. Williams, Vice President  
Five Concourse Parkway, Suite 2900  
Atlanta, GA 30328

Dear Members of the Search Committee:

Thank you for considering my application to serve as President of Florida Atlantic University. I greatly appreciate being nominated to serve your fine institution. Your very thoughtfully worded document describing the attributes, values and expectations you have for the next President was inspiring to me. You have clearly put meaningful time into articulating your vision for the strengths that the successful candidate must possess. I have been fortunate to have a wide range of experiences to prepare me for the role of President.

A significant strength that I can bring to Florida Atlantic University is in the arena of institutional strategic planning and implementation of plans. In my role over the past 14 years as one of the three Mission Vice Presidents at Clemson University, I held the responsibility to work directly with the President, Provost and Research VP as well as with colleagues throughout the university to build and implement long range plans (two 10-year plans) for the university. The Mission VPs and the President jointly lead and are held accountable for strategic planning, budgeting and policy development for the entire University. Our planning, accountability and metrics process led the University from a US News and World Report academic ranking of 39<sup>th</sup> in 1999 to 21<sup>st</sup> this year. This is the greatest improvement of any university in the country during this time span. I believe I could be of great value to Florida Atlantic University in deriving and leading a clear institutional plan that can be implemented.

Much of my career has been spent in building internal and external collaboration. I have had the good fortune of being able to assemble an incredible team of diversely talented individuals within my VP administrative and faculty team. We function with great passion and are led by strong and compelling ideas. We are highly collaborative by nature. I subscribe to the servant and adaptive leadership style- listening, getting advice, and building shared ideas. By recognizing the strengths of many to accomplish mutually beneficial objectives we can greatly stretch limited resources, and we heavily leverage large private gifts and grants. We function philosophically by “budgeting to a plan” rather than “planning to a budget”. I am not afraid to make difficult decisions.

My experience with leading a State Agency can be beneficial for leading a university. For the past 17 years I have served as the Head of the State Agency, Clemson University Public Service Activities. My colleagues internally and externally consider me a strong and effective communicator. Our agency is highly collaborative with other state agencies and is seen as an honest and unbiased broker of information. This role requires me to work with multiple and quite diverse constituent groups throughout the State as well as work directly with elected officials. By fully understanding the political process and the importance of working closely with community leaders, we have successfully led the university during some of the most challenging budget times in its history.

Personal roles leading my academic professional society, major leadership roles within the Association of Public and Land-grant Universities (formerly NASULGC) and work with the Kellogg Commission greatly enhanced my understanding of the enormous responsibility for Higher Education to help shape the future of this country. While serving in these national leadership roles advancing the agenda for Higher Education, I had the opportunity to learn first hand about many of this country’s institutions and their unique approaches to higher education.

As with many colleges and universities at this time, we are searching for our sustainable niche within an uncertain funding mechanism for the future. Florida Atlantic University has clearly expanded its resource base and offered more students the opportunity for the FAU Experience.

We must put our students first, while building both our academic reputation and financial resources. We should constantly explore new ways to generate substantial revenue by creative arrangements and new institutional financing models. These issues must be carefully pondered and clearly defined strategies to move forward must be developed.

I commit to you that I would work closely with each academic unit, the student leaders, the Board and external constituent groups to ensure a very bright and highly successful future for Florida Atlantic University. Thank you for considering my application.

Sincerely,

A handwritten signature in cursive script that reads "John W. Kelly".

John W. Kelly

**JOHN W. KELLY, Ph.D.**  
**VICE PRESIDENT- ECONOMIC DEVELOPMENT**  
**CLEMSON UNIVERSITY**



**Leadership Experience**

April, 1997-Present

Serve as a Vice President of Clemson University.

(University Overview)

Clemson University is a Land Grant University and Carnegie High Research University with an enrollment of approximately 20,000 undergraduate and graduate students. The University is currently ranked 21<sup>st</sup> among all U.S. public universities by US News and World Report. Clemson University is a member of the Atlantic Coast Conference for athletic competition. The 2013-2014 operating budget is over \$850M. Over \$800M of capital improvement projects is currently planned for the next 2-3 years. The University is committed to a \$1B capital campaign.

July 2010-Present

Vice President for Economic Development

(Overview and major accomplishments for the Division)

- Serve as one of the three Mission Vice Presidents for Clemson University (along with VP-Academic Affairs and VP-Research). Mission VPs are tasked with developing and implementing University policy, strategic planning, hiring strategies, communication and budgeting for the institution. Served as a key leader and was directly involved in designing, developing and implementing the current University (10-yr) 2020 Road Map (<http://www.clemson.edu/2020/>). Three Mission VPs and President of Faculty Senate met as a team with every academic department on the University campus along with key stakeholder group meetings to develop the current 2020 plan.
- Serve as administrative liaison to the Clemson University Board of Trustees, 1996 – present.
  - Agriculture and Natural Resources Committee
  - Board of Trustees Research and Economic Development Committee, 2010-present. (co-administrative liaison with Research VP)
  - Member of the Board of Trustees:University Land and Capital Asset Stewardship Committee, 2008-present.
- Administratively led the team that secured the largest competitive renewable energy grant in US Department of Energy history (\$45M) and raised an additional \$53M in public/private matches for \$98M total award. Additionally, led effort that secured funding for \$21M Graduate Education Center and \$10M Electrical Grid Simulator. Worked collaboratively to raise over \$150M in current capital campaign and to secure some of the largest private gifts in Clemson University history:
  - Margaret Lloyd (\$9.75M- Endowed chair in Urban Ecology \$4M and land gift)
  - Duke Energy (\$11.1M- Endowed Chair \$4M & two Endowed Professorships \$2M in Grid Technology, Center for Work Force Development, Naming of eGrid);
  - Renk (\$10M- equipment);
  - Anita Zucker (\$5M- naming Graduate Education Center);
  - Anonymous (\$5.6M naming Genetics Center);
  - Self Foundation (\$4M- Genetics Endowed chair);
  - SCANA (\$3.5M – naming Energy Innovation Center).
- In addition to main campus activities, responsible for 55 off-campus programmatic locations throughout South Carolina.

- Lead overall University strategic planning to educate students and translate research discoveries into economic development opportunities at \$250M Clemson University's International Center for Automotive Research (CU-ICAR) in Greenville, SC; \$20M Advanced Materials Center (AMC) in Anderson, SC; \$150M Clemson University Restoration Institute (CURI) in Charleston, SC; \$20M Genetics Center (GGC) in Greenwood, SC; biomedical research facilities at the Greenville Hospital System (Patewood), Medical University of South Carolina (MUSC) and the six Research and Education Centers around the state. (<http://www.clemson.edu/economic-development/contact.html>) CU-ICAR (<http://cuicar.com>) has been recognized nationally over the past 4 years: Association of University Research Parks: *Excellence in Emerging Science and Technology Parks*; The National Academies: *Top 5 Global Practices*; Named 1 Of 7 *Gate Centers Of Excellence* by the U.S. Department of Energy; and State Science and Technology Institute *Excellence in Tech-Based Economic Development Award*.
- Served as Executive Director of the Clemson University Restoration Institute from October, 2006- November 2013. (<http://www.clemson.edu/restoration/>) Created faculty-led collaborative teams at the Clemson University Restoration Institute to educate students and direct research in advanced materials, materials conservation, restoration ecology and renewable energy. Led team developing new campus at a former U.S. Navy Base with focus on an Energy Systems cluster. Led team raising funding and built the world's largest and most advanced drive-train testing facility as well as the world's largest and most advanced electric grid simulator. Grid Simulator project chosen as a Clinton Global Initiative 2013. The 82,000 sq. ft. facility was dedicated with over 1000 people in attendance 11/21/2013. (<http://clemsonenergy.com>).
- Responsibility for the Public Service mission of the university and serve as the State of South Carolina Agency Head for "Clemson University Public Service Activities" (<http://www.clemson.edu/economic-development/>). This division includes the SC Experiment Station, Clemson University Cooperative Extension Service, Regulatory Services and Livestock Poultry Health. Annually make budget presentations to the Governor, House, and Senate for the Clemson University PSA budget. Administer all State and Federal PSA budget appropriations. Manage all accountability reports for State and Federal Appropriations. Responsible for a budget averaging \$90-\$100 million annually with average of over 800 full and part-time faculty, extension faculty and county agents, regulatory agents and staff. Served as Director of the SC Experiment Station (2008-2012), Director of the Clemson University Cooperative Extension Service (2008-present) and as Administrative Technical Representative for the McIntire-Stennis Cooperative Forestry Research Program.
- Responsible for Clemson University Undergraduate Service Learning. Service Learning at Clemson University is experiential coursework in which community service experiences complement academic course material. The Service Learning Alliance also provides scholarships to students via the Campbell Scholars (funded from Campbell Foundation private gifts) and the Community Scholars program (funded from \$5M Endowment). (<http://www.clemson.edu/public/servicealliance/index.html>).
- Oversight of University Broadcast Media Programs (1998- Fall 2013)
  - Making It Grow (SC- ETV);
  - Expeditions (SC ETV and national ETV),
  - Your Day (SC Public Radio Network)
  - All other university broadcasts
- Administrative program responsibility for numerous Institutes and Centers (<http://www.clemson.edu/research/economic-development.html>)
  - Strom Thurmond Institute
  - Clemson University Genomics Institute
  - Clemson Institute for Economic and Community Development,
  - Youth Learning Institute
  - Clemson University Restoration Institute
  - Institute of Computational Ecology (formerly Institute for Applied Ecology)
  - Belle W. Baruch Institute of Coastal Ecology and Forest Science

- Clemson University Center for Workforce Development
  - Institute for Translational Genetics (under development)
  - Archbold Tropical Research and Education Center (Dominica)
  - SC Botanical Garden
  - 17,000-acre Clemson University Forest
- Initiated and co-authored with University President a concept paper outlining a clean energy strategy for the Campus. The *White Paper on Clean Energy: Clemson University's Commitment to Green Economic Development* by James F. Barker and John W. Kelly asked the University to recognize its many strengths in clean energy and deploy those strengths to begin creating a Carbon-neutral campus. The concept has been widely embraced and practiced by faculty, staff and students across the University.
- STEM Initiative: Co-founded and co-administered with the Provost (currently co-administered Dean of College of Engineering and Science) the Clemson University Center for Workforce Development (<http://www.clemson.edu/centers-institutes/cucwd>). Center incorporates the K-12 public school system teachers (SC Coalition for Science and Mathematics) as well as all 16 SC Technical Colleges to enhance curriculum development. Center has generated \$44M grant and gift funding for educational initiatives with K-12 and Technical Colleges.
- Academic Partnerships- built strong collaboration with other colleges and universities in the State. Built educational delivery system with the 16 SC Technical Colleges developing unique curriculum and degree programs. Built education collaboration with Greenville Technical College (\$25M facility focused on Advanced Manufacturing at the CU-ICAR campus). Developed joint programs with College of Charleston and The Citadel in Supply Chain and Energy Systems. Co-created the SC Nutrition Consortium with University of South Carolina and the Medical University of South Carolina.
- Community Partnerships- established Leadership South Carolina professional development program at Clemson University. Established Technology Villages program developing entrepreneurial curriculum and incubator locations in small towns in SC. Annually serve over 500,000 SC citizens through PSA community-based programs.

April, 1997- July, 2010

Vice President for Public Service and Agriculture  
(Major accomplishments for the Division)

- Served as one of the Three Mission Vice Presidents for Clemson University (along with VP-Academic Affairs and VP-Research) developing and implementing University policy, strategic planning, hiring strategies, communication and budgeting for the institution. Served as a key leader and was directly involved in developing and implementing the previous University 10-yr Plan (2000). Three Mission VPs met as a team with every academic department on the University campus along with key stakeholder groups to develop the previous 10-yr University Strategic Plan. SACS accreditation team gave the University a commendation on its "Ministry of Listening" for the Mission VPs work with each academic department and key stakeholder groups.
- Responsible for a budget averaging \$90-\$100 million annually with average of over 800 full and part-time research faculty, extension faculty and agents, regulatory agents and classified staff.
- Responsibilities include the development and coordination of the Clemson University Public Services Activities (PSA) Budget. Serve as State Agency Head of Clemson University Public Service activities and manage it as a separate state agency. Led division through severe State budget cuts. Annually make budget presentations to the Governor, House, and Senate for the university PSA budget. Administer all State and Federal budget appropriations. Manage all accountability reports for State and Federal Appropriations. Served as Director of the SC Experiment Station (2008-2012), Director of the Clemson University Cooperative Extension Service (2008-present) and Administrative

- Technical Representative for the McIntire-Stennis Cooperative Forestry Research Program at Clemson University. ([http://www.clemson.edu/public/about\\_us/overview.html#centers](http://www.clemson.edu/public/about_us/overview.html#centers))
- Manage programs on the 17,000-acre Clemson University Forest surrounding the main campus and 31,000 acres the university owns at locations throughout the State.
  - Developed comprehensive 5-year Plan for the PSA Division.
  - Serve as coordinator with local, state and federal government. Represent the university to local, state, national and international constituencies on public service and outreach matters. Work collaboratively with highly diverse communities throughout all 46 counties in South Carolina.
  - Broadcast programs created and support for mass media:
    - Expeditions with Patrick McMillan- Produce and deliver information to increase awareness of environmental issues and conservation via public television (SC-ETV and nationally in select markets). The show explains the importance of creating a sustainable environment for nature and humans, and illustrates the global connections of South Carolina's natural and cultural resources. Nationally broadcast. ([www.clemson.edu/expeditions/](http://www.clemson.edu/expeditions/))
    - Making It Grow- Produce and deliver research-based horticulture and home gardening information via public television (SC-ETV). The show features timely, regional information, live question and answer segments, and a highly interactive website. ([www.myetv.org/television/productions/making\\_it\\_grow/](http://www.myetv.org/television/productions/making_it_grow/))
    - Your Day- Produce and deliver information relevant to South Carolina citizens via public radio. The show features diverse topics from politics to the arts, live question and answer segments, and an informative website. (<http://yourday.clemson.edu/>)
  - Serve as coordinator of university-wide public service programs with PSA investments in all colleges.
  - Coordinate University-wide Service Learning.
  - Responsible for 52 off-campus offices including six Research and Education Centers

August 1996- April, 1997

Interim Vice President for Public Service and Agriculture. Clemson University.

- Responsible for all duties described above as Vice President for Public Service and Agriculture.

September, 1991- August, 2009

Director, South Carolina Botanical Garden

- Worked with State Legislature in 1992 to formally establish the Clemson University Botanical Garden as the State of South Carolina Botanical Garden.
- Responsible for leadership, coordination, fund raising and implementation of all academic, research and public service programs.
- Consolidated various university land holdings into a 295-acre contiguous tract, protected in perpetuity by the Clemson University Board of Trustees. Initiated numerous interdisciplinary programs, expanding the teaching, research and public service aspects of the Garden to the entire campus.
- As Director, involved in raising over \$20M in funds for development of new programs, facilities and endowments. Developed and marketed the concept of the Garden as a sanctuary where "Nature and Culture Meet".
- Developed idea, negotiated with Southern Living Magazine, raised funds, managed design and construction of the Southern Living Home, (Wren House featured in *Southern Living Magazine*, September 1998, pages 78-85). Fully furnished home and surrounding gardens featured original, juried art from several SC artists. After 6 months of national visitors (~48,000), the home was

- converted into an Educational Discovery Center for the National Heritage Corridor and later into the Botanical Garden Visitor's Center.
- Raised private funds and constructed Bob Campbell Geology Museum, Fran Hanson Education Center, Betsy Campbell Carriage House for the SCBG, along with many donor-named niche gardens and trails.
  - Co-developed with Ernie Denny the externally funded, Nature-based Sculpture Program featured on SC Educational Television, National ETV and in Sculpture Magazine. Ephemeral sculpture program attracted renowned artists, received national attention and competitive funding from the National Endowment for the Arts. (Documentation provided for the program at <http://www.clemson.edu/public/scbg/visiting/art/sculptures/index.html> and at Clemson University on iTunesU: (<http://www.clemson.edu/itunesu/index.html> Click "No ID Required"; Click "SC Botanical Garden")
  - Edited South Carolina Botanical Garden Quarterly Newsletter 1991-2008.

### Other Responsibilities

Chief spokesperson for university to various media outlets for issues assigned to this position.

Mission VP- along with Provost and Research VP set university strategy, planning, and implementation, Consult with CFO in budgeting and reallocations.

Member, President's Administrative Council, 1996 – present. Key leadership of the university reporting to the president.

Member, President's Cabinet, 1996 – present. University key constituency groups.

Member, President's Implementation Team, 2012-Present. Responsible for vetting the 2020 Strategic plan and prioritizing budgets.

Led team that has generated approximately \$150M for the current Clemson University Capital Campaign.

Served on several search committees for University Executive Officer positions: VP for Academic Affairs/provost; VP for Institutional Advancement (Chair); Executive Director for Governmental Relations (co-Chair); VP for Research; University General Counsel (Chair).

Primary administrative responsibility for obtaining funding, planning, completion and management of Biosystems Research Complex \$20M; Controlled Environment Greenhouses \$7M; Animal Diagnostic Laboratory \$6M; Sandhill Research and Education Center Conference and Faculty Facility \$8M; Edisto Research and Education Center Faculty Building \$4M; Baruch Research and Education Center Faculty Building \$5M; Energy Innovation Center (\$110M); Advanced Plant Technology Research Center \$10M (under architectural planning); Zucker Family Graduate Education Center \$21M (under architectural planning); Greenwood Genetics Center Laboratory \$8M (under architectural planning)

Primary administrative unit responsibility for funding for following endowed chairs and professorships:

Lloyd Chair for Urban Ecology \$4M

Duke Energy Endowed Chair \$4M

Duke Energy Endowed Professorships 2@ \$1M each

Curry Endowed Chair \$3M

Self Family Endowed Chair \$4M

Two additional endowed chairs pending final approval (\$3M each)

Established Campbell Young Leaders Program and Community Scholars program for undergraduate scholarships. 2002-present.

## School Responsibilities

January, 1996-August, 1996

Director- School of Plant, Statistical and Ecological Sciences.

Associate Academic Dean for College of Agriculture, Forestry and Life Sciences.

Assistant Director of Cooperative Extension Service

Assistant Director of Agriculture and Forestry Research System

- Responsible for creation of one of 4 new academic Schools in the College comprising all former departments following university restructuring in 1995.
- Consolidated 5 former academic Departments of: Experimental Statistics, Plant Pathology and Physiology, Entomology, Agronomy and Soils and Horticulture into one school.
- Responsible for leadership, coordination, and implementation of all teaching, research and extension programs.
- Served as administrative head for 85 faculty members in entomology, plant pathology and plant physiology, experimental statistics, agronomy and horticulture.
- Managed School budget of ~\$18M
- Administratively responsible for Experiment Stations located in Seneca, Columbia, Barnwell, Florence and Charleston, SC.

## Department Responsibilities

July, 1991-December, 1995

Department Head and Professor, Department of Horticulture, Clemson University  
(Major accomplishments for the Department)

- Responsible for the leadership, coordination, and implementation of horticultural programs of 27 faculty members and 21 staff members in the Department of Horticulture.
- Enrollment of ~145-150 undergraduate majors in two degree programs. Enrollment of ~35-45 MS and PhD students.
- Managed departmental budget of approximately \$4-5M/yr.
- Successfully increased the department budget by \$1.5M through State Legislative strategies.
- Overall responsibility for all faculty teaching, research and extension programs on campus and at Off-campus sites: Musser Fruit Farm (Seneca, SC); Sandhill Research and Education Center (Columbia, SC), Coastal Research and Education Center (Charleston, SC)
- Multi-college Committee Chair for committee to create an Interdisciplinary Plant Sciences Degree Program.
- Department Head representative to the University Strategic Planning Committee
- College's Department Head Coordinator for distribution of State appropriated internal grant funding program
- Developed new international student exchange and research collaboration programs with China, France, Egypt, Belgium.
- Developed new technologies for teaching with computer-assisted design.
- Developed new Musser Farm Fruit Research Center.

July 1988-July 1991

Associate Professor, Clemson University

Responsibilities in teaching, research and extension. Research focused on postharvest physiology and photomorphogenesis.

July, 1985-July, 1988

Assistant Professor, Clemson University

Responsibilities in teaching, research and extension. Research focused on postharvest physiology and photomorphogenesis.

September, 1982-June, 1985

Assistant Professor, Texas A&M University

Teaching and research in the area of horticultural crops. Research focused on postharvest physiology and plant growth and development.

1979-1982

Helena S. Chamberlain Ph.D. Fellowship, Ohio State University

1977-1979.

Graduate Teaching and Research MS Assistantships, Ohio State University.

## Education

Degree	University	Program	Date
Ph. D.	Ohio State University	Horticulture	1982
M. S.	Ohio State University	Horticulture	1979
B. S.	Clemson University	Horticulture	1977

## Honors/Awards

- National Association of State Universities and Land Grant Colleges (NSULGC now APLU) Administrative Heads Section. Elected National Chair 2008-2009. Elected Executive Committee 2006-2010.
- American Distance Education Consortium- Career Achievement Award. 2007
- American Distance Education Consortium- Distinguished Service Award. 2005
- Southern Association of Agricultural Scientists. 2003 Elected President. 2004-Chair of the Board. 2002- Vice President.
- Kellogg Foundation National Leadership Congress, 1998 – 2002. Elected Chair
- National Convener. Kellogg Foundation Leadership for Institutional Change. 2000-2004
- South Carolina Agriculture Society. Honorary Lifetime Member Award. 2003.
- Clemson University. "John W. Kelly Meadow" named honorary site of 30 acres by University at the South Carolina Botanical Garden. 2000.
- American Society for Horticultural Science – Elected Chairman of the Board of Directors, 2000-2001. Fellow of the Society, 1999. President, 1999-2000.
- FFA Honorary Degree 1998
- Clemson University Board of Trustees Award for Faculty Excellence. 1995.
- Outstanding Leadership and Administration Award, SR-American Society for Horticultural Science. 1995.
- L.M. Ware Distinguished Research Award. SR- American Society for Horticultural Science. 1994.
- HortTechnology - Associate Journal Editor 1991-1996

- SC Department of Natural Resources Outstanding Land Development Stewardship Award . "Xeriscape Interpretative Garden". 1994. Jointly with Lolly Tai.
- SC Greenhouse Growers Association. Honorary Lifetime Membership Award. 1993.
- American Society for Horticultural Science. 1993. Ornamentals Award for most outstanding paper in floriculture or landscape horticulture: "Regulation of chrysanthemum growth by spectral filters". N. Rajapakse and J. Kelly
- SC American Society Landscape Architecture Merit Award in Communication. 1993. "Xeriscape". J. Kelly, M. Haque, D. Shuping and J. Zoeller
- Outstanding SR-ASHS Extension Publication Award. 1992. "Xeriscape" J. Kelly, M. Haque, D. Shuping and J. Zoeller
- Outstanding SR-ASHS Extension Publication Award. 1991. "Bedding Plant Production", John Kelly and Beverly George.
- Outstanding SR-ASHS Extension Publication Award. 1991. "Postharvest Management Handbook". J. Rushing, J. Kelly and R. Baumgardner
- Horticulture Department Outstanding Teacher Award. Clemson University. 1991.
- Southern Region of American Society For Horticultural Sciences John E. Hutchinson Young Extension Worker Award. 1989.
- South Carolina Nurseryman's Association Outstanding Contribution Award. 1989.
- South Carolina Greenhouse Grower Association Outstanding Service Award. 1989.
- Nurseryman of the Month- Nursery Business Grower Magazine. April, 1989.
- Departmental Outstanding Teaching Award, Department of Horticulture, Texas A&M University. 1984
- Graduated from Ohio State University with Highest Honors. 1982.
- Helena S. Chamberlain Fellowship. 1979-1982.
- International Arboriculture Society Outstanding Student Award. 1979.

### **Board/Panel Responsibilities**

Association of Public and Land-grant Universities (APLU) Council on Engagement & Outreach. 2013 Review Panel

SC Research Authority Five Partners Panel. 2010-present. Board to assure coordination of activities between SC Research Authority, Clemson University, Medical University of South Carolina, University of South Carolina and Savannah River National Laboratory.

SC Research Authority Knowledge Council. 2010 -present. Panel to disseminate Education, Research and Economic development knowledge in support of the Knowledge Economy.

SmartState Endowed Chair Board. 2010-present. Board that oversees the State's Endowed Chair program.

Clemson University Research Foundation (CURF)- Member Board of Directors 2007-present. CURF is responsible for managing intellectual property including patents and licenses for the university.

Clemson University Foundation (CUF) Leadership Committee. CUF is responsible for private gifts to the university and for implementing its current \$1B Capital Campaign. 2008-2012.

South Carolina Sea Grant Consortium, represent the president as appropriate and the university on the Board of Directors. 1996-present

Distance Education Consortium (ADEC). 1997- 2013, Board Chair- 2005-2008. Executive Committee- 2002-2013. Chair of Strategic Planning Committee- 2001-2002 & 2005. Treasurer and Vice-Chair of Board- 2002-2005. ADEC is a 20-year-old consortium of approximately 50 colleges and universities providing distance education programs and services to member institutions.

National Association of State Universities and Land Grant Colleges (Now APLU). Chair of Administrative Heads of Agriculture. 2008. Vice Chair of Administrative Heads of Agriculture. 2007. Executive Committee 2006-2010. Membership of 218 Universities and Colleges.

SC Nutrition Consortium. Co-Founder. Collaboration with Medical University of South Carolina, University of South Carolina and Clemson University. Chair of Board-2008.

Animal Co-Products Research and Education Center. Executive Committee 2007-2012. Chair of the Board- 2008

American Southern Association of Agricultural Scientists. Chair of the Board- 2004 ; President- 2003; Vice President- 2002. The association has over 1500 academic members. It supports research and education programs related to agriculture sciences in the Southern states.

American Society for Horticultural Science (ASHS). Fellow of the Society 1999, Member 1978-present. Chairman of the Board of Directors 2000-2001; President of the Society 1999-2000. Executive Committee 1998-2002 ; National Issues Committee 1997-99; Chair-Awards Committee 2004. Chair-Nominating Committee 2004. The Society publishes three refereed research journals: The Journal of the American Society for Horticultural Science, HortScience (Associate Editor) and HortTechnology.

Southern Region- American Society for Horticultural Science, 2000-2004. Executive Committee.

Wallace F. Patc Foundation. Board Member 1999 - present. Foundation is a subsidiary of the Clemson University Foundation raising funds to support research and education in forestry and natural resources for coastal areas.

SC-Bio Board. Served as Board member 2006-2010. Board Chair 2009-2010. Organization for the recruitment and development of Biotechnology companies.

National Endowment for the Arts (NEA)- Visual Arts Grants and Policy Program Review Panel, 2001, 2002. Selected as one of 11 members from the U.S. to review submissions for NEA grants for Visual Arts Program.

South Carolina Forestry Association. Board Member 2004-2008.

Margaret Lloyd Environmental Center. Board Member. 2000-2008. Non-profit devoted to environmental education.

Discover Upcountry. Board Member. 1996 - 2002. Discover Upcountry promotes tourism for the western portion of South Carolina.

South Carolina Agribusiness Council. *ex officio* Board Member. 2000-2008. This organization was chartered in winter of 2000 to represent the views of SC agribusiness to various constituency groups. Serve as an *ex officio* advisor to the board.

South Carolina Farm Bureau. *ex officio* Board Member 1996 - 2010.

SC Forestry Commission, *ex officio* Board Member- Represent the president as appropriate and the university on the Board of Directors. 1996-2010

South Carolina Turfgrass Foundation- Executive Secretary, 1992-1996

South Carolina Greenhouse Growers' Association Board of Directors, 1985-1991  
 - Educational Advisor  
 - Executive Director

South Carolina Nurseryman's Association Board of Directors, 1986-1988  
 - Educational Advisor

## Teaching Activities

### Undergraduate Courses

<u>Clemson University</u>	
Introduction to Horticulture	Hort 101
Exploring Horticulture	Hort 202
Horticulture 2000	Hort 400
Special Topics (Hort 2000)	Hort 400
Nursery Technology	Hort 406,606
Special Problems	Hort 408

<u>Texas A&amp;M University</u>	
Landscape Maintenance and Construction	Hort 425
Landscape Design	Hort 432
Foliage Plants	Hort 320
Landscape Plants	Hort 207
Intiorscape	Hort 321
Special Problems	Hort 485
Honors Program	Hort 485H

### Graduate Courses

<u>Clemson University</u>	
Special Problems in Hort.	Hort 812
Research	Hort 891
Research	Hort 991
Physiology of Hort. Crops	CS 698
*Taught in Sri Lanka	

<u>Texas A&amp;M University</u>	
Applied Plant Physiol.	Hort 604
Special Problems	Hort 685
Research	Hort 691

## Advising

Advisees receiving regional or national awards for their research efforts.

- Jodi Benson- 1991 Anderson Graduate Student Award for Outstanding Graduate Research Paper (jointly authored with J. Kelly).
- Mark Hubbard - 1990 Anderson Graduate Student Award for Outstanding Graduate Research Paper (jointly authored with J. Kelly, B. Abbott and R. Ballard).
- Nihal Rajapakse - 1988 Kenneth Post Award for Outstanding Floriculture Research Paper (jointly authored with J. Kelly and D. Reed).
- Debbie Shuping- 1st Place- 1990 J. B. Edmond Award for Outstanding Undergraduate Paper, SR-ASHS (jointly authored with J. Zahner, M. Haque and J. Kelly).
- Regina Melton- 2nd place- 1989 SNA Outstanding Research Award; 1st place-1989 J.B. Edmond Award for Outstanding Undergraduate Paper; and First Place-1989 ASHS Outstanding Undergraduate Research Paper (all jointly authored with J. Kelly and T. Whitwell).
- Marion Bledsoe- 3rd Place 1987 SR-ASHS J.B. Edmond Award (jointly authored with J. Kelly, P. Adler and D. Decoteau).
- Kathy Shelby- 3rd Place 1984 SR-ASHS J.B. Edmond Award (jointly authored with J. Kelly).

## Grants/Contracts/Awards Received

U.S. Department of Commerce- Economic Development Administration- "Make it in America Challenge" 2013. Anand Gramopadhye and John Kelly. \$3,500,000.

U.S. Department of Commerce- Economic Development Administration. "CURI Graduate Education Center". 2012-2014. J.W. Kelly P.I. \$8,000,000.

Duke Energy. "STEM Workforce Development". 2013. J.W. Kelly and Anand Gramopadhye. \$4,100,000.

U.S. Department of Energy. "Clemson University Wind Turbine Drivetrain Test Facility.". 2009-2013. I.U. Haque, M.J. Drews, J.W. Kelly and N. Rigas. \$43,165,502 + \$53M raised in public/private matching funds. Also, led effort to raise additional \$12M in DOE/Public/Private funds for Electric Grid Simulator portion of the overall project. Total project- \$110M.  
SC Energy Office. "South Carolina Wind Power Assessment and Development" 2008-2011. J.W. Kelly. P.I. \$473,517.

U.S. Department of Commerce. "South Carolina Shrimp Fisheries". 2003-2006. J.W. Kelly and Susan Barefoot- \$5,635,116.

Leadership South Carolina-, "Leadership South Carolina" 2006. J.W. Kelly P.I. \$1,191,006.

SC Parks, Recreation and Tourism, "SC Discovery Center for Heritage Corridor". 2000-2005 J.W. Kelly, P.I. \$750,000.

Kellogg Foundation, "Leadership for Institutional Change", 2000-2004. J.W. Kelly, P.I. \$265,000.

SC Accommodations Tax Funds- "SC Botanical Garden Sculpture Program" 1998. J.W. Kelly and Ernie Denny. \$12,000

SC Parks Recreation and Tourism, "Heritage Tourism" 1999-2002. J.W. Kelly, P.I. \$468,794.

SC Forestry Commission- "Schoenicke Arboretum" 1998. J.W. Kelly P.I. \$12,500

- SC Accommodations Tax Funds- "SC Botanical Garden Sculpture Program". 1998. J.W. Kelly and Ernie Denny, \$15,000.
- SC Arts Commission -, "Nature-Based Sculpture". 1998. J.W. Kelly and Ernie Denny. \$20,000
- Kellogg Foundation- "SC Leadership Congress" 1998. J.W. Kelly, P.I. \$45,000
- SC Accommodations Tax Funds - "SC Botanical Garden Sculpture Program" 1997. J.W. Kelly, P.I. \$15,000,
- Legacy Trust Fund - "Heritage Corridor Discovery Center", 1997. J.W. Kelly, P.I. \$210,000.
- Southern Progress Corporation- Southern Living Magazine. Clemson University "Landscape Design By Computer". 1995-1997. J.W. Kelly and M.T. Haque. \$20,000.
- SC Accommodations Tax Funds - "The South Carolina Botanical Garden Public Art Program". 1996. J.W. Kelly and Ernie Denny. \$15,000.
- Klerk's Plastics- "Greenhouse Spectral Filters". 1994-1998. J.W. Kelly, D.R. Decoteau and N.C. Rajapakse. \$350,000.
- Carolina Nurseries Inc. - "Nursery Crops Research". 1994. T. Whitwell and J.W. Kelly. \$30,000
- SC Accommodations Tax Funds- Tourism Grant for The South Carolina Botanical Garden. 1994. J.W. Kelly. \$5000
- SC Accommodations Tax Funds- Tourism Grant for The South Carolina Botanical Garden. 1993. J.W. Kelly. \$8250.
- Carolina Nurseries Inc. - Nursery Crops Research. 1993. T. Whitwell and J.W. Kelly. \$30,000.
- Southern Progress Corporation-. Southern Living Magazine. Clemson University "Landscape Design By Computer". 1993. J.W. Kelly. \$25,000
- Serve America- "Sprouting Wings Program". 1993. J.W. Kelly. \$9800.
- Brazilian Lectures- Training program for Brazilian fruit producers. J. Ridley and J.W. Kelly. \$20,000.
- Horticulture Research Institute- "Influence of Herbicide on Shipping Quality of Nursery Stock". 1990. J.W. Kelly. \$4,500.
- NSF-EPSCoR, "Molecular Genetics, Genome Mapping and Gene Manipulation". 1990-1992. Albert Abbott (PI), V. Baird, B. Ballard, T. Brown, D. Heckel, J. Kelly, G. Powell and K. Saucier. \$445,000
- South Carolina Sea Grant Consortium- "Xeriscape: Landscape Water Conservation in the Southeast". 1990. J.W. Kelly and M.T. Haque. \$5,000
- Provost Research Award- "Regulation of Transplant Height". 1990. J.W. Kelly. \$2,000.
- Horticulture Research Institute- "Regulation of Overwintered Plant Growth". 1991. J.W. Kelly. \$3,500.
- A.T. Plastics- "Evaluation of Greenhouse Films". 1990. J.W. Kelly. \$5,538.
- Ornamental Enhancement Funds, Clemson University- "Effects of Spectral Filters on Micropropagation Morphology for Mechanization". 1990. J.W. Kelly, R. Young and J. Adelberg. \$10,500.

- University Innovation Funds- "Plant Science Workshop". 1990. L. Dyck, D. Camper, S. Wallace, J. Kelly. \$16,000.
- Yoder Brothers, Inc.- "Long-term Storage of Rooted Garden Chrysanthemum". 1990. J.W. Kelly and N.C. Rajapakse. \$7,920.
- Ornamental Horticulture Competitive Grants, Clemson University- "Development of Rapid Screening Techniques for Ornamental Crops". 1989-1990. J. Kelly and T. Whitwell. \$7,700.
- Cutting Edge Research Investment Fund- "Clemson Biotech Facility for DNA Fingerprinting and Genome Mapping". 1989. A. Abbott, V. Balrd, R. Ballard, J. Kelly, T. Brown, D. Heckel, S. Lewis and G. Powell. \$82,000.
- Integrated Pest Management- "IPM for Greenhouse Growers". 1989. J. Kelly and T. Whitwell. \$10,000.
- Integrated Pest Management- "IPM for Greenhouse Growers". 1988. J.W. Kelly. \$14,000.
- Ornamental Enhancement Funds, Clemson University- "Mechanizing Micropropagation". 1988. B.B. Rhodes, J. Kelly and R. Young. \$27,000.
- Ornamental Enhancement Funds, Clemson University- "Improved Production of Greenhouse Crops Using Optical Filter Technology". 1988-1990. J. Kelly, R. Young, J. Bunn and D. Decoteau. \$15,500, \$25,000, \$22,925 (3 years).
- Ornamental Enhancement Funds, Clemson University- "RFLP Analysis and Fingerprinting in Rose Cultivars". 1988-1990. J. Kelly, A. Abbott and R. Ballard. \$17,700, \$21,600, \$19,807 (3 years).
- USDA/CSRS Research Apprenticeship- "Cut Flower Research". 1987. J. Kelly. \$1,900.
- Integrated Pest Management- "Interactive Video For Ornamental IPM". J. Kelly, T. Whitwell and R. Baumgardner, 1987. \$20,000.
- The Gloeckner Foundation- "Hyperenvironmental Exposure of Floricultural Crops" J. Kelly and A.J. Pertuit, Jr., 1987. \$8,250.
- American Floral Endowment- "Leaf and Flower Abscission During Shipment of Miniature Roses". J. Kelly and H.B. Pemberton. 1987. \$10,000.
- American Floral Endowment- "Leaf and Flower Abscission During Shipment of Miniature Roses". 1987. J. Kelly and H.B. Pemberton. \$8,500.
- University Research Grants- "Superseedling Production". J. Kelly and A.J. Pertuit, 1987. \$1,500.
- Abbott Laboratories- "Effects of Vectobac on Greenhouse Crops". J. Kelly. 1986. \$2,000.
- Abbott Laboratories- "Branching of Ornamental Crops with Plant Growth Regulators". J. Kelly. 1986. \$3,500.
- Hochst Fibers Industries- "Use of Spunbond in Perennial Plant Production". 1986. J. Kelly. \$9,200.
- Mr. Mulch Inc.- "Starter Fertilizer for Bedding Plant Media". 1986. J. Kelly. \$2,700.
- Abbott Laboratories- "Inducing Flowering In Anthurium with Gibberellic Acid". 1986. J. Kelly. \$1,500.

- Abbott Laboratories- "Cytokinin Induced Branching". 1986. J. Kelly. \$1,500.
- Horticulture Research Institute- "Chemical Weed Control In Herbaceous Perennials". J. Kelly and T. Whitwell, 1986. \$2,500.
- Plant Growth Formulations, Inc. - "PGR IV Effects on Ornamental Plants". J. Kelly and T. Whitwell, 1986. \$5,000.
- Fison's Western Corporation- "Media Influence on Interiorscape Plant Quality", 1984. J. Kelly. \$3,500.
- United States Department of Agriculture- "Postharvest Characteristics of Bluebells", 1985. J. Frett and J. Kelly. \$1,200.
- Pinnacle Corporation- "Postharvest Handling of Potted High Bush Blueberry", 1985. D. Cauthen and J. Kelly. \$1,250.
- Kenneth Post Foundation- "Hibiscus Abscission". 1985. J. Kelly. \$2,200.
- Director of Research, Competitive Expanded Research Funds, Texas A&M University- "Growth Regulator Effects on Plant Anatomy". 1985. J.W. Kelly. \$23,000.
- Ohio Floriculture Foundation- "Hibiscus Bud Drop During Shipping". 1985. J. Kelly. \$4,000.
- Agricultural Educational Development- Subcontract of Personnel Services for Program in Sri Lanka, 1985. \$4,300.
- Center For Teaching Excellence- "Development of a New Curriculum In Landscape Management". 1984. J. Kelly. \$1,000.
- Director of Research, Competitive Expanded Research Funds, Texas A&M University- "Abscission During Postharvest Handling". 1984. J. Kelly. \$15,000.
- Organized Research Funds- "Cytokinin Metabolism by Tomato Fruit Tissue", 1983. J. Kelly. \$6000.
- Texas Greenhouse Grower's Association- Travel Funds. 1983. J. Kelly. \$1,000
- Director of Research, Competitive Expanded Research Funds, Texas A & M University- "HPLC: Applications to Postharvest Physiology". 1983. J. Kelly. \$29,000.
- Texas Greenhouse Grower's Association- "Postharvest Longevity of Pot Mums", 1983. J. Kelly and D. Wilkerson. \$2,500.
- Texas Greenhouse Grower's Association- "Effects of STS on Exacum, Crossandra & Kalanchoe", 1983. J. Kelly and D. Wilkerson. \$2,500
- The Ohio State University College of Agriculture - "Metabolism of Isopentenyl Adenine by Senescing Carnation Flower Tissue and Ripening Tomato Fruit", Support of Ph.D. project, 1981. J. Kelly, G. Staby and G. Chism. \$10,000.
- The Gloeckner Foundation- "Cytokinin Metabolism in Carnation Petals", Support of Ph.D. project. 1981. J. Kelly, G. Staby and G. Chism. \$7,000.

## Research Activities

### Refereed Journal Articles

- McMahon, M.J. and J.W. Kelly. 1998. Far-red absorbing filters influence growth and development of *Euphorbia pulcherrima* 'Glory'. *Plant Growth Reg. Soc. Quar.* .
- Cushman, L.C., H.B. Pemberton, J.C. Miller and J.W. Kelly. 1998. Interactions of flower stage, cultivar, and shipping temperature and duration affect pot rose performance. *HortScience* 33:736-740.
- Rajapakse, N. J. Kelly and W.B. Miller. 1996. Low temperature storage of rooted chrysanthemum cuttings: relationship to carbohydrate status of cultivars. *J. Amer. Soc. Hort. Sci.*
- McMahon, M.J. and J.W. Kelly. 1995. Anatomy and pigments of chrysanthemum leaves developed under spectrally selective filters. *Scientia Horticulturae*.
- Rajapakse, N.C. and J.W. Kelly. 1995. Spectral filters and growing season influence growth and carbohydrate status of chrysanthemum. *J. Amer. Soc. Hort. Sci.* 120(1):78-83.
- Rajapakse, N.C. and J.W. Kelly. 1994. Problems of reporting spectral quality and interpreting phytochrome-mediated responses. *HortScience* 29(12): 1404-1407.
- Rajapakse, N.C. and J.W. Kelly. 1994. Influence of spectral filters on growth and postharvest quality of potted miniature roses. *Scientia Horticulturae* 56(1994):245-255.
- Rajapakse, N.C., D.G. Clark, J.W. Kelly and W.B. Miller. 1994. Carbohydrate status and postharvest leaf chlorosis of miniature roses as influenced by carbon dioxide enrichment. *Postharvest Biol. and Tech.* 4(1994):271-279.
- Cushman, L.C., H.B. Pemberton and J.W. Kelly. 1994. Cultivar, flower stage, silver thiosulfate, and BA interactions affect performance of potted miniature roses. *HortScience*: 29(7): 805-808.
- Decoteau, D.R., H.A. Hatt, J.W. Kelly, M.J. McMahon, N.C. Rajapakse, R.E. Young and R.K. Pollock. 1993. Applications of photomorphogenesis research to horticultural systems. *HortScience* 28(10):974,1063. Cover article.
- Rajapakse, N.C., M.J. McMahon and J.W. Kelly. 1993. End-of-day far-red light reverses height reduction of chrysanthemum induced by CuSO<sub>4</sub> spectral filters. *Scientia Hort.* 53(1993):249-259.
- Clark, D.G., J.W. Kelly and N.C. Rajapakse. 1993. Production and postharvest characteristics of *Rosa hybrida* L. 'Meijikatar' grown in pots under carbon dioxide enrichment. *J. Amer. Soc. Hort. Sci.* 118(5):613-617.
- Rajapakse, N.C., and J.W. Kelly. 1993. Spectral filters influence transpirational water loss in chrysanthemum. *HortScience* 28(10):999-1001.
- Hubbard, J., T. Whitwell, and J. Kelly. 1992. Influence of herbicides on shipping quality of landscape plants. *J. Environ. Hort.* 10(1):17-18.
- Hubbard, M., J. Kelly, S. Rajapakse, A.G. Abbott and R.E. Ballard. 1992. Restriction fragment length polymorphisms in rose and their use for cultivar identification. *HortScience* 27(2):172-173.
- Rajapakse, N.C., R. Pollock, M.J. McMahon, J.W. Kelly and R.E. Young. 1992. Interpretation of light quality measurements and plant response in spectral filter research. *HortScience* 27:1208-1211.

- Rajapakse, N.C., and J.W. Kelly. 1992. Regulation of chrysanthemum growth by spectral filters. *J. Amer. Soc. Hort. Sci.* 117:481-485.
- Rajapakse, N.C., R. Pollock, M.J. McMahon, J.W. Kelly and R.E. Young. 1992. Interpretation of light quality measurements and plant response in spectral filter research. *HortScience* 27(11):1208-1211.
- Rajapakse, S., M. Hubbard, J. Kelly, A. Abbott and R. Ballard. 1992. DNA 'fingerprinting' of rose cultivars by restriction fragment length polymorphism. *Scientia Horticulturae* 52:237-245.
- Dufault, R.J., T.L. Phillips and J.W. Kelly. 1991. Nitrogen and potassium fertility and plant populations influence field production of gerbera. *HortScience* 25(12):1599-1602.
- Clark, D.G., J.W. Kelly and H.B. Pemberton. 1991. Postharvest quality characteristics of cultivars of potted rose in response to holding conditions and cytokinins. *HortScience* 26(9):1195-1197.
- Clark, D.G., J.W. Kelly and D.R. Decoteau. 1991. Influence of end-of-day red and far-red light on potted roses. *J. Environ. Hort.* 9:123-127.
- Kelly, J.W. 1991. Field production of cut flowers. *HortScience* 26(9):1136-1138.
- McMahon, M. J., J.W. Kelly, D.R. Decoteau, R.E. Young and R.K. Pollock. 1991. Growth of Dendranthema grandiflorum (Ramat.) Kitamura under various spectral filters. *J. Amer. Soc. Hort. Sci.* 116:950-954.
- Rajapakse, N.C., D.Wm. Reed, and J.W. Kelly. 1991. Storage temperature and duration affect quality and post-storage recovery of vegetative Dendranthema x grandiflorum cv. Bright Golden Ann. *J. Amer. Soc. Hort. Sci.* 116:73-76.
- Rajapakse, N.C., and J.W. Kelly. 1991. Influence of copper sulfate spectral filters, daminozide and exogenous gibberellic acid on growth of Dendranthema x grandiflorum (Ramat.) Kitamura 'Bright Golden Anne'. *J. Plant Growth Regul.* 10:207-214.
- Rajapakse, N.C., J.W. Kelly and D.Wm. Reed. 1990. Use of antitranspirants under low-light environments to control transpiration of Epipremnum aureum leaves. *Scientia Horticulturae* 43:307-312.
- Starman, T.W., J.W. Kelly, and H.B. Pemberton. 1990. The influence of ancymidol on morphology, anatomy, and chlorophyll levels in developing and mature Helianthus annuus leaves. *Plant Growth Regulation* 9:193-200.
- Kelly, J. and T.W. Starman. 1990. Postharvest handling of Physostegia purpurea cut flowers. *HortScience* 25(5):552-553.
- McMahon, M.J., J.W. Kelly and D.R. Decoteau. 1990. Spectral transmittance of selected greenhouse construction and nursery shading materials. *J. Environ. Hort.* 8(3):118-121.
- McMahon, M.J. and J.W. Kelly. 1990. Influence of spectral filters on height, leaf chlorophyll and flowering of Rosa x hybrida 'Meirutral'. *J. Environ. Hort.* 8(4):209-211.
- Starman, T.W., J.W. Kelly and H.B. Pemberton. 1990. Influence of gibberellin A<sub>3</sub> and ancymidol on sunflower leaf anatomy. *Can. J. Bot.* 68(1):159-162.
- Whitwell, T. and J. Kelly. 1989. Effects of preemergence herbicides on hosta and daylily. *J. Environ. Hort.* 7:29-31.

- Melton, R., J. Kelly and T. Whitwell. 1989. Physiological response of hosta, daylily and yellow nutsedge to basagran. *HortScience* 24(6):1009-1010.
- Kelly, J., P. Adler, D. Decoteau and S. Lawrence. 1989. Colored reflective surfaces to control whitefly on poinsettia. *HortScience* 24(6):1045.
- Rajapakse, N.C., D.Wm. Reed and J.W. Kelly. 1989. Effect of pre-treatments on transpiration of *Chrysanthemum morifolium* in the dark. *HortScience* 24(6):998-1000.
- Kelly, J.W. and T. Whitwell. 1989. Effects of postemergence grass herbicides on daylily and hosta. *HortScience* 24(5):858.
- Starman, T.W., J.W. Kelly and H.B. Pemberton. 1989. Characterization of ancymidol effects on growth and pigments of *Helianthus annuus* cultivars. *J. Amer. Soc. Hort. Sci.* 114:427-430.
- Frett, J.J., J.W. Kelly, B.K. Harbaugh and M.Roh. 1988. Optimizing N and Ca nutrition of *Festuca grandiflorum*. *Commun. Soil Sci. Plant Anal.* 19(1):13-24.
- Thaxton, D.R., J.W. Kelly and J.J. Frett. 1988. Control of *Hibiscus rosa-sinensis* L. bud abscission during shipping. *Scientia Horticulturae* 34:131-137.
- Decoteau, D.R. and J.W. Kelly. 1988. A durable mount for preserving pressed plant material for use in research, extension and teaching. *Applied Agric. Res.* 3(2):120-121.
- Rajapakse, N., J.W. Kelly and D.Wm. Reed. 1988. Transpiration and water use of potted floricultural plants under low-light conditions. *J. Amer. Soc. Hort. Sci.* 113(6):910-914.
- Bethca, L., S. Schuman, S. Smith-Phillips and J. Kelly. 1988. South Carolina florist's dermatitis. *J. S. C. Medical Assn.* 84:446-448.
- Pertuit, A.J. and J.W. Kelly. 1987. Timing of a lighting period for Easter lily bulbs prior to forcing. *HortScience* 22:316.
- Kelly, J.W. and J.J. Frett. 1986. Photoperiodic control of growth in waterlilies. *HortScience* 21:151.
- Shafer, B.S. and J.W. Kelly. 1986. The influence of cultivar, price, and longevity on consumer preferences for potted chrysanthemums. *HortScience* 21:1412-1413.
- Kelly, J.W., G.L. Staby and G.W. Chism. 1985. Translocation and metabolism of cytokinin in cut carnations. *J. Amer. Soc. Hort. Sci.* 110(6):856-859.
- Staby, G.L., M.S. Cunningham, C.L. Holstead, J.W. Kelly, P.S. Konjoian, B.A. Eisenberg and B.S. Dressler. 1984. Storage of rose and carnation flowers. *J. Amer. Soc. Hort. Sci.* 109:193-197.
- Staby, G.L., M.P. Bridgen, B.A. Eisenberg, M.S. Cunningham, J.W. Kelly, P.S. Konjoian and C.L. Holstead. 1982. Hypobaric storage of floral crops. *ASHRAE Transactions* 88 (pt. 1).
- Kelly, J.W. and R.D. Lineberger. 1981. Thermal neutron induced changes in *Saintpaulia ionantha*. *Environ. Exper. Bot.* 21:95-102.
- Staby, G.L., B.A. Eisenberg, J.W. Kelly, M.P. Bridgen and M.S. Cunningham. 1980. Leaf petiole epinasty in poinsettias. *HortScience* 15:635-636.

Proceedings

- Kelly, John. "Environmental Horticulture and the Green Industry". 2002. Proceedings of the Symposium: Urban Agriculture: Emerging Opportunities in Science, Education and Policy. Pp 109-115.
- Decoteau, D.R., J.W. Kelly and N.C. Rajapakse. 1996. Use of light quality to regulate horticultural crop morphogenesis. ISHS Workshop on Environmental Regulation of Plant Morphogenesis. Acta Horticulturae.
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#### Published Abstracts

Whitwell, Ted, John Kelly, and William B. Miller. 1996. Clemson University-Carolina Nurseries partnership: an innovative approach to improving research and outreach programs. *HortScience*

Rajapakse, N.C. and J.W. Kelly. 1994. Spectral filters and growing season influence growth and carbohydrate metabolism of chrysanthemum. *HortScience* 29(5):504.

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- Melton, R., J. Kelly and T. Whitwell. 1988. The influence of bentazon on hosta and daylily. *HortScience* 23:833.
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- Kelly, J.W. and T.W. Starman. 1987. Postharvest handling of *Physostegia purpurea* Blake cut flowers. *HortScience* 22(5):1056.
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- Sampson, N.W., J.W. Kelly and H.B. Pemberton. 1985. Leaf abscission of miniature roses during simulated shipping. *HortScience*, 20(3):536.
- Starman, T.W. and J.W. Kelly. 1985. Effects of ancymidol on pigmentation of sunflower. *HortScience* 20(3):559.
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- Thaxton, D.R., J.W. Kelly and G. Cobb. 1985. Effects of simulated shipping temperature on bud abscission and chlorophyll levels in *Hibiscus rosa-sinensis* L. 'Brilliant Red'. *HortScience* 20(3):562.
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- Fielek, J., J.W. Kelly and G. Campbell. 1984. Effects of BL-500 on height and lateral shoot development of *Hibiscus coccineus* Walt. *HortScience* 19(3):600.
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- Kelly, J.W., G.L. Staby and G.W. Chism. 1982. Cytokinin degradation by tomato fruit slices. *HortScience* 17(3): 529.
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- Kelly, J.W., G.L. Staby and G.W. Chism. 1981. Cytokinin degradation by carnation petals. *HortScience* 16(3):404.

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Staby, G.L., M.S. Cunningham, B.A. Eisenberg, M.P. Bridgen and J.W. Kelly. 1979. Low pressure and controlled atmosphere storage of carnations and roses. *HortScience* 14(3):446.

Kelly, J.W. and R.D. Linberger. 1979. Thermal neutron induced changes in *Saintpaulia ionantha* peroxidase isozymes. *HortScience* 14(3):476.

### Technical Society Presentations

"On Creating and Sustaining a Statewide Landscapes for Learning Collaboration." 1998. 27th Annual Conference. North American Association for Environmental Education. Atlanta, GA.

"Promoting Horticulture Programs with the Administration". 1996. American Society for Horticultural Science. Salt Lake City, Utah.

"Strategic Planning In a University Environment". 1993. American Society for Horticultural Science. College Park, PA.

"Influence of Spectral Filters on Growth of *Rosa x hybrida* 'Meirutral'. 1990. International Society for Horticultural Sciences, Florence, Italy.

"Influence of Colored Reflective Surfaces on Whitefly Populations on Poinsettia". 1989. SNA Research Worker's Conference, Atlanta, GA.

"Interactive Video for IPM Information on Landscape Plants". 1989. SNA Research Worker's Conference, Atlanta, GA.

"Field-grown Cut Flowers". 1989. American Society for Horticultural Science, Little Rock, AK.

"Construction of an RFLP Linkage Map in Roses". 1989. Horticultural Biotechnology Symposium University of CA, Davis, CA.

Effect of CO<sub>2</sub> on Storage and Simulated Shipping of Pot Roses. 1988. Meiland International Rose Conference. Nice, France.

"Postharvest Handling of *Physostegia purpurea* Blake Cut Flowers". 1987. American Society for Horticultural Science, Orlando, FL.

"Abscission Problems During Shipping of Flowering Potted Plants". 1985. Postharvest Floriculture Symposium, Chicago, IL.

"Photoperiodic Control of Growth in Waterlilies". American Society for Horticultural Science, Vancouver, BC, 1984.

"Translocation and Metabolism of (8-C<sup>14</sup>) Benzyl Adenine in Cut Carnations". 1982. American Society for Horticultural Science, Ames IA.

"Floral Crop Storage". National Controlled Atmosphere Research Conference. Corvallis, OR, July, 1981.

"Cytokinin Metabolism by Carnation Petals". American Society for Horticultural Science, Atlanta, GA, August, 1981.

"Cytokinin Degradation by Tomato Fruit Slices". American Society for Horticultural Science, Atlanta, GA, August, 1981.

"Thermal Neutron Induced Changes In *Saintpaulia ionantha* Peroxidase Isozymes". American Society for Horticultural Science, Columbus, OH, August, 1979.

## **Extension Activities**

### **Shortcourse Responsibilities**

SC/GA Greenhouse Growers' Shortcourse (held annually from 1985-1991) was conducted in cooperation with the University of Georgia each summer. It was a three-day shortcourse designed for greenhouse producers of bedding and flowering potted plants and garden center operators. It also served as excellent in-service training for county agents. Attendance grew to around 400 participants. My responsibilities included cooperatively organizing the program, arranging for speakers, tours, facilities, meal functions, and trade show set-up.

Greenhouse Growers' Winter Meeting- This annual one-day meeting was held each January (1985-1991) with an approximately 80 growers attending each year.

Greenhouse Growers' Field Day- This field day was held on campus for greenhouse growers. Research presentations were made by faculty and students to show growers all aspects of our ornamental horticulture program at Clemson.

A Beginner's Shortcourse. Although an attendance limit was initially set at 40, the course was enlarged to handle 70 participants. A comprehensive beginner's handbook was developed for the participants. Exhibits depicting equipment and plant problems were set up.

The SC/GA Nurseryman's Shortcourse. This was a three-day shortcourse designed for nursery, garden center and landscape installation and maintenance personnel as well as extension agents. This shortcourse was conducted in cooperation with the University of Georgia. My responsibilities included giving presentations, arranging for speakers and assisting with the overall organization of the shortcourse for two years.

Landscaping with Annuals and Perennials Shortcourse - This 2-day shortcourse focused on the landscape industry's utilization of flowering plants in design. Columbia, SC.

Computer Workshops. Participants were primarily from the nursery industry and the workshop focused on landscape design with Apple computers. Clemson, SC.

The Southern Horticulture Show at Riverbanks. The Horticulturist of the Riverbanks Zoo cooperated with me to create this show which attracted 3500 people over the zoo's normal attendance the first year. The show had horticulture exhibitors, speakers, mass color plantings, and a children's program.

Triennial Extension Horticulture Workshop- 1988. Program Chairman. This shortcourse was held every 3 years and rotated from state-to-state. The focus of the program is on professional development for state extension specialists from southern states. Charleston, SC.

### **Publications- Extension Bulletins**

Kelly, J.W. and G. Heusel. Conversion Charts. Clemson University Cooperative Extension Service EB 134.

Kelly, J.W. and B. George. Bedding Plant Production. Clemson University Cooperative Extension Service EB 140.

Kelly, J.W., J. Rathwell, R. Sutton and D. Luke. Greenhouse Enterprise Budget Calculator. Clemson University Cooperative Extension Service EB 136.

Kelly, J.W., J. Rathwell and D. Luke. Landscape Job Cost Estimator. Clemson University Cooperative Extension Service EB 135.

Rushing, J., J. Kelly and R. Baumgardner. Postharvest Management Handbook. Clemson University Cooperative Extension Service EB 139.

Whitwell, T., J. Kelly and B. George. Weed Management in Ornamental Plantings. Clemson University Cooperative Extension Service EB 137.

Kelly, J., M. Haque, D. Shuping and J. Zahner. Xeriscape: Landscape Water Conservation in the Southeast. Clemson University Cooperative Extension Service EC 672.

Kelly, J.W. and G.L. Staby. 1982. Proper Care of Potted Plants for the Home or Office. Extension publication L-329. The Ohio State University.

Kelly, J.W. and G.L. Staby. 1981. Care of Fresh Cut Flowers for the Home. Extension publication L-326. The Ohio State University.

### **Newsletters**

- The Botanical Garden Quarterly (1991-2008)
- The South Carolina Turfgrass Foundation Newsletter (1994-1997)
- The South Carolina Greenhouse Growers' Newsletter (1986-1991)
- Palmetto Plant Talks (1985-1987)

Edited four departmental newsletters, wrote articles, requested information from other specialists and researchers, edited and incorporated work from other states, desktop published and distributed the newsletters. The newsletters featured timely topics for producers, summaries of research papers and projects and a calendar of events.

### **Video Disk**

Ornamental Plant Disorders- A video disk and computer program created for extension use on the disorders of ornamental plants. 1990. W. Retzlaff, J. Kelly, T. Whitwell, D. Price and R. Baumgardner.

### **Book and Chapters**

J.W. Kelly. *In* Thomas Green Clemson. Alma Bennett Rd. 2009. "The Scientist as Farmer". P. 137-158.

H.B. Pemberton, J.W. Kelly and J. Ferare. Potted Rose Production. 1997. Timber Press. Portland, Oregon

H.B. Pemberton, J.W. Kelly and J. Ferare. Pot Roses. *In* Tips for growing specialty crops. R. A Larson, ed. The Ohio Florist Association. Columbus, OH. Pages 112-121.

### **Trade Journal, Magazine and Newsletter Publications**

Over 150 trade journal, magazine and newsletter articles have been published.

### **Invited Lectures and Presentations**

An average of 15 presentations are given each month.

### **Faculty Committee Responsibilities**

(Assignments Prior to Vice Presidential appointment)

#### **International/National**

- American Society for Horticultural Science Research Advisory Committee Chair-1997. Member 1995-1997.
- CSRS Review of The Ohio State University programs, 1997
- American Society for Horticultural Science Continuing Education Committee-1995-1997.
- ESCOP-ACOP Leadership Development Subcommittee, 1996.
- CSRS Review of University of Tennessee Horticulture programs, 1993
- American Society for Horticultural Science Strategic Planning Committee 1992-1993
- American Society for Horticultural Science-ACB Outstanding Horticulture Student Award Committee 1989 Chair, 1988
- American Society for Horticultural Science Extension Advisory Committee 1988-1991
- American Society for Horticultural Science Symposia & Workshops Committee 1983-1984
- 1983 American Society for Horticultural Science Annual Meeting Program Co-Chair
- 1983 American Society for Horticultural Science Symposia and Workshop Co-Chair

#### **Regional**

- SR-ASHS Executive Committee. 1997.
- SR-American Society for Horticultural Science, L.M. Ware Outstanding Researcher Award. 1994-98. Committee Chair. 1998.
- SR-American Society for Horticultural Science Collegiate Branches Committee Chair. 1994.
- SR-American Society for Horticultural Science Postharvest Section Chairman-1991
- SR-American Society for Horticultural Science Collegiate Branches Committee-1990
- Southern Nurseryman's Assn. Sydney B. Meadows Student Scholarship Committee Chair-1989
- Southern Nurseryman's Assn. Research Conference Graduate Student Section Chair- 1989

- Triennial Horticulture Meeting Coordinating Committee 1988
- Triennial Horticulture Meeting Program Committee- Chair 1988
- SR-ASHS Postharvest Physiology Section Chair- 1986-1987

#### University

- Leadership Committee for new agricultural biotechnology building and greenhouses. 1998.
- Planning Committee, Chair, South Carolina Manufacturing Extension Partnership
- Vice President Search Committee, Chair, 1996.
- Professional Development Task Force Subcommittee, 1995
- Historic Houses Advisory Committee, 1995
- Task Force on Enhancing the Mission Oriented Research Capacity of Clemson University. 1994.
- Task Force on University-wide Outreach Programs 1993.

#### College

##### Clemson University

- Crop Variety Recommendations and Release Committee 1996-1997.
- Turf and Ornamental Horticulture PSA Task Force- Chair 1994, 1995
- Ornamental Enhancement Research Program Committee 1991-1994.
- Packaging Science and Processing Research Program Committee 1991-1994.
- Gamma Sigma Delta- Nominations Committee- Chair 1988
- Plant Problem Clinic Advisory Committee
- International Program Advisory Committee
- Greenhouse Facilities Advisory Committee- Chair 1989
- Horticulture Crops Management Systems Program Team- Chair 1987-1989
- Agricultural Alternatives Committee
- Advisory Committee for the Doctoral Program in Plant Physiology
- Gamma Sigma Delta Nominations Committee- Chair 1988-1989
- Search Committee for Sandhill Director
- Search Committee for Development Officer
- Plant Science Curriculum Subcommittee
- Plant Science Program Committee

##### Texas A&M University

- Development Council Committee
- Interdepartmental Plant Physiology Seminar Committee
- Member Plant Physiology Faculty
- Member Urban Affairs Faculty
- PCPA Day, Chair

#### Departmental

##### Clemson University

- Strategic Planning Team
- Graduate Committee, Chair 1987-1991
- Horticulture Self Study Committee- Chair 1989
- Horticulture Recruiting Committee- 1992
- Peer Review Committee- Alternate 1985-86  
Member 1986-1988  
Member 1990-1991
- Department Faculty Advisory Committee 1987-1988
- Ornamentals and Turf Economic Survey Committee 1986
- Extension Problem Identification Committee 1986
- Search Committee for Horticulture Extension Research Position- Chair
- Search Committee for Nursery Extension:Research Position
- Search Committee for Fruit Physiology Teaching:Research Position

- Ornamentals Committee
- Department Retreat Graduate Programs Committee Chair
- Greenhouse Committee- 1985-1991, 1989-1991 Chair
- Department Vehicle Committee
- Department Head Search Committee (Anderson Position)-1986
- Computer Lab Management Committee
- Horticulture Graduate Curriculum Committee

#### Texas A&M University

- Landscape Management Curriculum, Coordinator
- Undergraduate Instruction Committee
- Graduate Instruction Committee
- Scholarship Committee
- Floriculture Field Lab Committee, Chair
- Career Opportunities Committee, Chair
- Department Advisory Committee
- Student Relations Committee- Chair
- Scheduled Events
- Graduate Teaching Lab Coordinator

#### Ad Hoc Committee

- Landscape Development for New Horticulture Building, Chair
- Field Trip Committee
- Undergraduate Curriculum Committee
- Horticulture Management Search Committee, Chair

#### Industry

- South Carolina Drought Response Committee 1998
- South Carolina Turfgrass Foundation- Executive Secretary, 1992-1996
- South Carolina Greenhouse Growers' Association Board of Directors, 1985-1991
  - Educational Advisor
  - Executive Director
- South Carolina Nurseryman's Association Board of Directors, 1986-1988
  - Educational Advisor
- SC Farm Bureau
  - Ornamental Horticulture Committee Advisor, 1987-1991
- South Carolina Horticulture Society Program Committee, 1986

#### Professional International Activity

- Chile, 2008. Collaboration with students and faculty on ecological preserve in Patagonia.
- Mexico, 1999. Collaboration with MexpoHort. Keynote Speaker at International Horticulture Congress.
- China, 1996. Developed cooperative agreement for partnership in genetics and germplasm enhancement.
- Belgium and Holland, 1995. Photomorphogenesis research project with Klerk's Plastics Inc.
- China, 1993. Developed cooperative agreement for partnership in germplasm enhancement.
- Egypt, 1992. Worked on cooperative research agreements and assisted with course in biotechnology.
- France, 1992. Developed student and research exchange program.
- Israel, 1990. Worked with Israeli researchers on spectral-filtered greenhouse roof project.

- France. 1990. Worked with Clemson exchange school in Angers (ENITA and ENITH) to build our exchange program. Met with French researchers in Angers and Avignon. Also collaborated with French production operations.
- Italy. 1990. Participated in International Horticulture Society research conference and worked with horticulture industry in Italy.
- France. 1987. Participated in International Rose Symposium and worked with French and Italian rose producers.
- Netherlands. 1985. Collaborated with commercial greenhouse companies and international shipping.
- Sri Lanka. 1985. As part of a USAID grant worked for 6 weeks as a lecturer in a graduate course in plant physiology and assisted the University of Peradeniya in developing their agriculture programs. Assisted ornamental crop producers in developing postharvest handling techniques for exporting crops.
- Colombia, South America. 1981. Research to improve international shipping of horticultural crops from Bogota and Cali.

### **Paid Consulting Services**

- Temple University. 2003. Strategic Planning for satellite campus.
- Morris International. 1995. Develop feasibility plan for horticulture enterprise.
- Parson's Nursery. 1994. Provide opinions to prospective purchasers of the nursery.
- Town of Hilton Head. 1993. Serve as consultant for Xeriscape Demonstration Garden.
- Carolina Nursery. 1992. Assess all aspects of nursery production.
- Cross Anchor Nursery. 1992. Provide complete appraisal of the greenhouse operations.
- SC Department of Transportation. 1991. Provide SC Highway Department appraisal for Frampton's Greenhouses.
- Carr Associates. 1991. Develop procedures for using landfill gas (methane).
- Steven Haigler, Attorney. 1991. Serve as expert witness in trial.
- South Carolina Department of Agriculture. 1990. Develop slide sets and training scripts for commercial greenhouse producers.
- Southern Nurseries. 1990. Provide economic analysis of nursery operations.
- Carrol Rush. 1990. Provide information on new inventions for floriculture.
- Morris International. 1989-1990. Developed new market information and assisted in design and analysis of a wholesale nursery.
- MAAG Agrichemicals, Switzerland. 1988. Gave advice on the development of ornamental plant insecticides.
- Green Acres Greenhouses, New Jersey. 1988. Develop guidelines for the postharvest handling.
- Mulberry Plantation, Camden, SC. 1988. Established production figures for a wholesale tree nursery.
- Abbott Laboratories, Chicago, IL. 1987. Assisted in their development of growth regulators for the ornamental industry.
- Rhone Poulenc. 1987. Economic assessment of removal of Temik 10-G from market
- Burpee Seed Co., Pennsylvania. 1988-1989. Developed overall marketing strategy for mail-order division. Developed Seed'n Start Program.
- R. J. Reynolds Corp. California. 1985. Developed guidelines for shipping products from their Jackson and Perkins horticulture company.

**STATE UNIVERSITY SYSTEM OF FLORIDA  
BOARD OF GOVERNORS**

February 20, 2014

**SUBJECT: Consideration of Confirmation of President for Florida A&M University**

**PROPOSED BOARD ACTION**

Consider the confirmation of Dr. Elmira Mangum as the eleventh president of Florida A&M University as recommended by the Board of Trustees of Florida A&M University.

**AUTHORITY FOR BOARD OF GOVERNORS ACTION**

Section 7, Article IX, Florida Constitution; Board of Governors Regulation 1.001  
University Boards of Trustees Powers and Duties

**BACKGROUND INFORMATION**

Sub-paragraph (5)(c) of Regulation 1.001 provides that the board of trustees shall select its president subject to confirmation by the Board of Governors. The candidate shall be required to appear before the Board of Governors for the confirmation. A two-thirds vote of the Board of Governors shall be required to deny confirmation of a candidate selected by a board of trustees.

On January 9, 2014, the Board of Trustees of Florida A&M University selected Dr. Elmira Mangum to serve as the eleventh president of Florida A&M University. The Florida A&M University Board of Trustees Chair Dr. Solomon Badger requested confirmation of Dr. Mangum's selection by the Board of Governors.

Florida A&M University provided the following documents for review:

- (1) Letter from Florida A&M University Board of Trustees Chair, including Summary of Contractual Provisions and Compliance Statement,
- (2) Presidential Search Process,
- (3) Presidential Search Criteria,
- (4) Search Timeline,
- (5) Names of Search Committee Members,
- (6) Position Announcement,
- (7) Candidate's Biographical Sketch,
- (8) Candidate's Letter of Application,

- (9) Candidate's Curriculum Vitae, and
- (10) Position Description/Leadership Statement.

The selection is pending confirmation by the Board of Governors.

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**Supporting Documentation Included:**

1. Letter from Florida A&M University Board of Trustees Chair, including Summary of Contractual Provisions and Compliance Statement,
2. Presidential Search Process,
3. Presidential Search Criteria,
4. Search Timeline,
5. Names of Search Committee Members,
6. Position Announcement,
7. Candidate's Biographical Sketch,
8. Candidate's Letter of Application,
9. Candidate's Curriculum Vitae, and
10. Position Description/Leadership Statement

**Facilitators/Presenters:**

Mori Hosseini, Chair, Board of Governors  
Dr. Manoj Chopra, Member, Board of Governors  
Florida A&M University Presidential Search Committee  
Solomon Badger, Chair, Florida A&M University Board of Trustees  
Dr. Elmira Mangum, Candidate



*Excellence With Caring*

# Florida Agricultural and Mechanical University

TALLAHASSEE, FLORIDA 32307-3100

TELEPHONE: (850) 599-3225

FAX: (850) 561-2152

BOARD OF TRUSTEES

February 14, 2014

Mr. Morteza Hosseini, Chair  
Florida Board of Governors  
325 W. Gaines Street, #1614  
Tallahassee, FL 32399

Dear Chair Hosseini:

It is my distinct honor and pleasure to request an audience before the Board of Governors on February 20, 2014, for the confirmation of Dr. Elmira Mangum, the 11<sup>th</sup> President of Florida A&M University. The Board of Trustees and Dr. Mangum have finalized her employment contract and are looking forward to the beginning of this new era in the history of FAMU. Dr. Mangum brings to the University a wealth of experience in higher education and a determination to contribute to and promote the great legacy of the University.

Pursuant to the Employment Agreement for President-Select, Dr. Elmira Mangum, she shall be paid an annual base salary of \$425,000. Dr. Mangum's employment will begin on April 1, 2014, for a term of three (3) years and her employment may be renewed or extended for an additional term of not less than three (3) years by a majority vote of the Board and her written consent. This is to further certify that this Employment Agreement is in compliance with state law including Sections 215.425 and 1012.975, Florida Statutes.

I would also like to take this opportunity to thank you and the Board of Governors for your continued support of Florida A&M University.

Sincerely,

Solomon L. Badger, III  
Chair, Florida A&M University Board of Trustees

cc: Marshall Criser, Chancellor  
Monoka Venters, Corporate Secretary

## Presidential Search Process and Criteria

### **Presidential Search Process:**

FAMU Board of Trustees Chairman Dr. Solomon Badger appointed Trustee Karl White to lead the Presidential Search Process. Dr. Badger recognized the need to include the University's stakeholders in this process, so he appointed the National Alumni Association President, Student Government President, the Faculty Senate President, and a representative from the Florida Board of Governors, to the committee.

The Committee initially met in August 2012. It created the following sub-committees to facilitate the search process:

- Marketing and Communications
- Qualifications and Criteria
- Compensation

The Committee held public forums to receive input from the public and stakeholders regarding their expectations of the next president. The Committee also created a survey to gather additional data concerning expectations. The position description and job announcement were created using that data.

The University contracted with Greenwood/Asher Associates, Inc., an executive search and consulting firm, to assist with the search. The search was suspended for a period of months to address pressing University matters. When the search reinstated in October 2014, the position was re-advertised in major higher educational publications. Greenwood/Asher supported the process by conducting a nationwide search for individuals that were interested in and qualified for the presidency.

In January 2014, the Search Committee reviewed applicants and narrowed the pool to individuals that were invited to interview with the Committee in Orlando, Florida. At the conclusion of the interviews, two finalists were selected for interviews by the full Board of Trustees. On January 9, 2014, the Board selected Dr. Elmira Mangum as the 11<sup>th</sup> President of Florida A&M University.

## **Criteria:**

The applications were reviewed using the following criteria:

- Demonstrates a record of meaningful accomplishments in executive leadership of and decisive management in complex organizations, and has a strong record of innovation and transformation;
- Appreciates and is committed to the quality, scope, complexity, and vitality of the University's land-grant mission and legacy;
- Demonstrates a record of fiscal leadership, strong financial oversight, and accountability;
- Possesses a sophisticated understanding of the fiscal complexity and structure of an academic research institution, and can lead the development of new and creative funding models, as well as optimize resources in a changing global economy and public higher education environment;
- Demonstrates an ability and commitment to working with the Board of Trustees to develop the University's priorities and strategic vision, leading the institution to successfully accomplishing them;

### **Personality and Style**

- Strategic thinker who always considers the long-term goals;
- Ethical;
- Aspires to constantly improve the reputation and ranking of the University;
- A committed change agent who can forecast and propose new directions and programs;
- A decisive leader who takes responsibility for decision-making;

### **Personal Experiences and Skills**

- Successful administrative leadership in a large complex organization;
- Prior experience with budget, finance and personnel management;
- Successful fundraising track-record through personal involvement;

- Experience leading a major organization through times of change ;
- Leading strategic planning efforts;

Vision and Mission

- Seeks real improvement in FAMU;
- Plans to improve student success;
- Committed to build a fiscal affairs;
- Plans to enhance FAMU's culture;
- Committed to build strong partnerships;

Challenges and Opportunities *(President must address in five years)*

- Financial management;
- Recruitment and retention;
- Continue to build, develop, support and retain a strong faculty;
- Quality of academic support;
- Fundraising;

The Committee added the following to the list of criteria:

- Prior knowledge of crisis management; and
- Experience and understanding of legislative processes.

## Presidential Search Timeline

### **January 9, 2013**

Board selected Dr. Elmira Mangum as the 11<sup>th</sup> President of Florida A&M University.

### **January 8, 2014**

Board of Trustees interviewed the top two finalists: Dr. Elmira Mangum and Dr. John E. Price.

### **January 6, 2014**

Presidential Search Committee met in Orlando, Florida. The Committee interviewed four candidates and narrowed the pool to two finalists.

### **January 3, 2014**

Presidential Search Committee reviewed 49 applications that were received. The committee agreed to interview six candidates in Orlando on January 6, 2014. *(Note: Two candidates withdrew their names from consideration prior to the interviews in Orlando.)*

### **December 27, 2013**

Presidential Search Committee held a meeting via conference call to discuss the applicant review process.

### **October 17, 2013**

The committee met on October 17, 2013. This was the first meeting of the Presidential Search Committee since the search was re-instituted.

### **October 18, 2013**

The vacancy announcement was re-advertised in the Chronicle of Higher Education and in Diverse Issues of Higher Education.

### **October 3, 2013**

Board of Trustees Chair Dr. Solomon Badger re-instituted the search for the presidency.

### **March 22, 2013**

The presidential search suspended by BOT Chair Dr. Solomon Badger.

**December 5, 2012**

Presidential Search Committee Meeting

**November 28, 2012**

Marketing and Communications Subcommittee Meeting

**November 14, 2012**

Marketing and Communications Subcommittee Meeting

**October 31, 2012**

Presidential Search Committee Meeting

**October 27, 2012**

Focus Group Meeting

**October 24, 2012**

Marketing and Communications Subcommittee Meeting

**October 17, 2012**

Marketing and Communications Subcommittee Meeting

**October 11, 2012**

Focus Group Meeting

**October 10, 2012**

Marketing and Communications Subcommittee Meeting

**October 8, 2012**

Qualifications and Criteria Subcommittee Meeting

**September 6, 2012**

Qualifications and Criteria Subcommittee Meeting

**August 30, 2012**

Marketing and Communications Subcommittee Meeting

Qualifications and Criteria Subcommittee Meeting

**August 22, 2012**

Presidential Search Committee Meeting

**August 15, 2012**

Chairman names the Presidential Search Committee

**FLORIDA A&M UNIVERSITY  
BOARD OF TRUSTEES  
PRESIDENTIAL SEARCH COMMITTEE**

**COMMITTEE MEMBERS**

Mr. Karl White, *Chair*  
*Member, FAMU BOT*

Atty. Belinda Shannon  
*Member, FAMU BOT*

Dr. Spurgeon McWilliams, *Vice-Chair\**  
*Member, FAMU BOT*

Mrs. Marjorie Turnbull  
*Member, FAMU BOT*

Dr. Narayan Persaud  
*Faculty Senate President, FAMU BOT*

Mr. Tommy Mitchell  
*National Alumni Association President*

Mr. Anthony Siders  
*Student Government President, FAMU BOT*

Dr. Manoj Chopra  
*Florida Board of Governors*

Mr. Torey Alston  
*Member, FAMU BOT*

Dr. Solomon Badger, III, *FAMU BOT Chair*  
*ex Officio*

**SUBCOMMITTEE MEMBERS**

**Marketing and Communications**

Mr. Torey Alston, *Chair*  
Mr. Tommy Mitchell  
Dr. Narayan Persaud

**Compensation**

Dr. Spurgeon McWilliams, *Chair*  
Dr. Manoj Chopra  
Mr. Anthony Siders

**Qualifications and Criteria**

Atty. Belinda Reed-Shannon, *Chair*  
Mrs. Marjorie Turnbull  
Mr. Karl White

**Advisor to the Search Firm**

Mr. C. William Jennings, *Former FAMU BOT member*

**Senior Advisors to the Search Committee**

Atty. Dean Colson, *Chairman of the SUS Board of Governors of Florida*  
Dr. Frederick S. Humphries, *Former President of FAMU*

Staff: Atty. Linda Barge-Miles

*\*Note: Dr. Spurgeon McWilliams resigned from the Committee on December 30, 2013.*

## **Florida Agricultural and Mechanical University President**

Florida Agricultural and Mechanical University (FAMU) is pleased to announce its search for the 11<sup>th</sup> President of the institution. The President is the chief executive officer of the University and reports to the FAMU Board of Trustees, which is appointed by the Governor and the Board of Governors of the State University System of Florida. FAMU's annual budget is approximately \$384 million and it has research awards that total over \$53 million. FAMU has an enrollment of almost 11,000 students and is accredited by the Southern Association of Colleges and Schools, Commission on Colleges. As a Doctoral Research University, its academic organization is within 14 colleges and schools. FAMU offers 54 bachelor's degrees, 28 master's degrees, and 12 doctoral degrees which include 11 Ph.D. programs as well the Doctor of Public Health degree. The University's campus expands over 419 acres in Tallahassee and has several satellite campuses including the College of Law in Orlando and the College of Pharmacy and Pharmaceutical Sciences, which has several locations.

The Board of Trustees will consider candidates both within and outside academia. Advanced academic credentials including a terminal degree are desired; however, an extraordinary business or government profile will be considered also.

The desired leader should have a proven track record of building an accomplished, talented, and diverse senior leadership team and understands their role as leader, in a corporate model of an historic academic institution. The President should demonstrate progressively responsible administrative/managerial experiences, understands changing trends in higher education and their impact on student financial aid, recruitment, retention, and graduation rates.

### **HOW TO APPLY**

Greenwood/Asher & Associates, Inc. is assisting the Florida Agricultural and Mechanical University Board of Trustees in the search for the University's 11th President. Applications and nominations are now being accepted; review and screening will continue until an appointment is made. Application materials should include a résumé or curriculum vitae, a letter addressing how the candidate's experiences match the position requirements, and contact information for at least five references. Individuals wishing to nominate a candidate may contact the search firm via phone or in writing and provide the name, position, address, and telephone number of the nominee.

Applications and letters of nominations should be submitted to:

Marion Frenche, Principal  
Greenwood/Asher & Associates, Inc.  
Florida Agricultural and Mechanical University - President  
42 Business Centre Drive, Suite 206  
Miramar Beach, Florida 32550  
Phone: 850-650-2277 / Fax: 850-650-2272  
Email: [marionfrenche@greenwoodsearch.com](mailto:marionfrenche@greenwoodsearch.com)

For more information about Florida Agricultural and Mechanical University, please visit:

<http://www.famu.edu>

*Florida Agricultural and Mechanical University is an equal opportunity/equal access University. Successful candidate is subject to a pre-employment screening which includes a review of criminal records, reference checks and verification of education. If an accommodation due to a disability is needed to apply for this position, please call 850-599-3076.*

*This search is being conducted under Florida law, including the Sunshine law and public records law.*



### **Elmira Mangum, Ph.D.**

Dr. Elmira Mangum assumed the position of Vice President for Planning and Budget at Cornell University in January 2010. She serves as the senior administrator responsible the management of Cornell's resources and the annual budgeting process. She arrived at Cornell when the operating budget had a growing annual structural deficit and over 26% of the endowment had been lost in the economic downturn. The recovery from this condition defines much of her service and leadership at Cornell as a change leader. Chosen to spearhead implementation of the changes to the university budget model, document current conditions while creating an environment of transparency, and establishing administrative controls and operating parameters for the future; she has made significant progress while working through many traditions. These challenges allowed Mangum to work with the senior leaders, the Provost and Deans, and faculty to leverage university resources to meet Cornell's institutional priorities and academic programming needs while redistributing existing resources and reducing funding to administrative services. Her duties also include serving as the division liaison with the Cornell Board of Trustees, advising the board on the full range of policy, strategy and budgetary matters. Her areas of responsibility also include institutional research and planning, operating and capital budget development, administrative streamlining for efficiency, institutional intelligence, and space use planning.

A seasoned administrator with more than 28 years of experience in executive higher education financial and resource management, her administrative leadership began at the University of Wisconsin- Madison, Geological and Natural History Survey as an operations specialist. Dr. Mangum has also held positions at the University at Buffalo (UB) a State University of New York system university. From 1984 to 2001 she served as assistant dean, associate and assistant provost for resource management and as vice provost. For approximately nine years she served at the University of North Carolina – Chapel Hill, leaving as Senior Associate Provost in 2010 to become a Vice President at Cornell University.

Dr. Mangum also holds a faculty appointment in the Johnson School of Management at Cornell. She also held similar positions at UNC Chapel Hill School of Government, and UB Graduate School of Education, where she taught higher education administration, and leadership theory and practice. For several years she taught leadership and financial management in the UNC Bridges leadership program and served on the Bridges Board. Among many of service activities, Dr. Mangum is a member of the HERS Board of Directors, the NCCU Creating the Vision Board of Directors, the Board of Directors of the Network for Change and Continuous Improvement (NCCI) and was a state representative and university chair of the American Association of University Women. She continues to present on current topics at the annual meetings of the National Association of College and University Business Officers and other organizations in higher education.

She earned a BS in geography and education from North Carolina Central University and graduated with honors from the University of Wisconsin-Madison with two master's degrees, one in public policy and public administration and another in urban and regional planning. In addition, she received her Ph.D. in educational leadership and policy from the University at Buffalo, where she received distinction for her work on leadership in higher education. She also was in the inaugural class of the Millennium Leadership Institute, attended the Harvard Graduate School of Education Management Development Program, and Cornell's Administrative Management Institute. More recently, she completed the leadership program at the Center for Creative Leadership in North Carolina and is a life member of the National Council of Negro Women and Zeta Phi Beta Sorority, Inc.

January 2, 2014

14 Placid Terrace  
Ithaca, New York 14850

Presidential Search Committee Members  
Florida Agricultural and Mechanical University  
Mr. Karl E. White, Chair

Dear Committee Members:

I am pleased to respond with confidentiality to the invitation to be considered for the 11<sup>th</sup> President of Florida Agricultural and Mechanical University. My career in higher education has given me substantial experience as a leader and a creative problem solver ready to serve and enhance the stature and uniqueness of this university. The breadth of the programs offered affords many opportunities to involve and address the needs of all of our stakeholders and continue the move to excellence in all programs and services. I have the added experience of successfully leading major change efforts in complex research universities, and some under severe economic constraints. My experiences in management and leadership stretch through significant cross sections of the higher education organization, from the bursar, the dean, the provost offices, to governing boards, and have proven to be creative, forward thinking, and visionary. Some examples of my effectiveness follow in the commentary below.

Various roles have afforded me the opportunity to work independently and collaboratively, to forge effective relationships, to manage and provide leadership on issues of critical importance, to inspire, to motivate, to design faculty renewal and compensation programs, and renew staff. I have been successful in difficult situations by being knowledgeable enough to determine which strategy can be effectively deployed without compromising institutional mission, values and commitments. My work with the faculty and many in academic and administrative leadership to deliver programs both domestic and international is documented. It includes formulation of international centers, management of international programs in China, France, and negotiation for programs in Qatar.

In my extensive experiences with Cornell University, University of North Carolina-Chapel Hill (UNC), University at Buffalo (UB), and the University of Wisconsin Extension – Madison I have worked directly with members of the Board of Trustees, students, state and federal legislators, government officials, and community organizations in support of the mission of the university. My activities have included both student and academic service program enrichment and modification, the expansion of research activity, technology transfer policy development and overall government relations. All are integral to organizational excellence and stewardship.

My effectiveness and successes at Cornell University have centered on resolving an annual recurring structural budget deficit and redesign of the campus budget model to eliminate the annual non-recurring imbalance as well. A major organization-wide restructuring

and disruptive change effort was needed to achieve the goal of stabilizing the financial condition and positioning the university for growth and sustained eminence in the decades ahead. Through administrative leadership by the Division of Planning and Budget the university vision and mission evolves and is being operationalized.

My nearly seventeen year tenure with the University of Buffalo was rich with exposure and filled with a culture of leading and managing change. The many achievements included administrative system design, facilities planning and renovation, improvement in student services, and creation of many policies and procedures across a variety of central services, academic support programs, and advancement of the research agenda. UB provided the opportunity to experiment with new ideas, to resolve issues, and to design programs for international new markets which involved working with officials from federal government offices. I gained experience and openness to prepare various part of the organization for transition in different and diverse contexts. I learned about international safety and gained a greater reverence for the value of working in ordered domains; often letting solutions emerge rather than trying to impose them. Knowing when and how is important to creating sustainable outcomes and ensuring trust and credibility.

University advancement through donor development and relationship building has also been an important component of my leadership and administrative responsibilities to ensure the financial health and position of the university. Whether its leading alumni tours, providing briefings to development officers, stakeholders and friends, talking with legislators, bargaining units, attending community events, or engaging in forums with business leaders and community leaders my focus is on institutional reputation, excellence, and preeminence. Maintaining value, satisfaction and pride are central concerns for sustaining the tradition of excellence and to ensure relevance globally for the long term.

During my nine years with the University of North Carolina – Chapel Hill my leadership produced a number of significant successes university- wide in the areas of financial and academic stewardship, organizational service delivery modification, and faculty competitiveness by addressing recruitment, retention, promotion and compensation. Efforts on the Chapel Hill campus were later adopted by the UNC System Office and administered throughout the 17 campus system.

The first significant example of my involvement and engagement with the community and industry on behalf of academe dates back to Wisconsin, when I held the position of Operations Specialist, we were mapping the geology of Wisconsin with the U.S. Geological Survey and working to convince the locals to cooperate. The study of urban and regional planning was an essential component in the formulation of my view of the involvement and role of the university and education in developing a leading society. Just as working with economic development efforts in the research triangle area in North Carolina and in central and western New York communities reinforces my commitment to the partnerships required for successful engagement with the community. Universities are often the single most important source and connection that bring the global exchange to households across small communities.

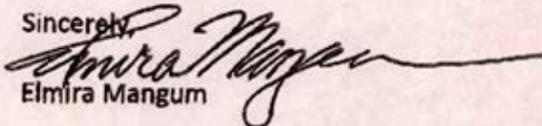
We must develop a commitment to engage in interdisciplinary study and maintain integrity in the educational experiences afforded to our students. Creation of a broad base of knowledge amid the technological race to new heights is critical.

As a member of the faculty and university leadership team I have established international academic programs, centers, institutes, and helped to plan and establish branch campuses. Other experiences include program reviews, evaluations of tenure dossiers, development of enrollment planning strategies, institutional reaccreditation at Cornell University (Middle States), and the University of North Carolina (SACS) as well as served as an evaluator for several institutions in the SACS region. From curriculum establishment and revision, both domestic and international, to total program design I am keenly aware of the polity and intricacies of the academy and the strategies required for engaging globally. Pursuing goals and establishing metrics for assessment are essential anchors for creativity that embraces a variety of methods to improve learning and advance scholarship.

My love for the nature of inquiry and the transfer of knowledge remains strong. I am a Ph.D. graduate with honors from the University at Buffalo in Educational Leadership and Policy, and with honors from the University of Wisconsin-Madison with two master's degrees, one in Public Policy and Public Administration and another in Urban and Regional Planning. But most importantly, being from a low wealth community, I received my foundation in a liberal arts education and inspiration for service at North Carolina Central University, one of the nation's historically black colleges and universities. My pursuits have included self-renewal and care; having completed the Harvard University Management Development Program, the Cornell Administrative Management Institute, the leadership program of the Center for Creative Leadership in North Carolina, the Millennium Leadership Institute, and service as a U.S. Congressional Intern from North Carolina. Colleagues across the country have recognized my contributions, love for students, and community service through awards, speaking invitations, and board memberships. I am confident that my experiences and leadership could provide the focus and energy required to move the university forward.

With a career dedicated to providing leadership, advocacy, and support to all levels within the university, I am prepared to lead this great university at this time and add to the foundation that will move it forward prominently through the 21st century.

I welcome the opportunity to speak in confidence about how we can together create a mutually beneficial employment experience that will enhance FAMU's legacy and its impact on global community through excellence in scholarship, instruction, and engagement. I respectfully request that you keep this statement of interest confidential until we agree to a mutual public disclosure.

Sincerely,  
  
Elmira Mangum

**ELMIRA MANGUM, Ph.D.**

14 Placid Terrace, Ithaca, New York 14850  
 (607) 319-1476  
[emangum@me.com](mailto:emangum@me.com)

**EDUCATION**

**Degrees**

Ph.D.	Educational Leadership & Policy (1998)	University at Buffalo (SUNY)
M.A.	Public Policy and Public Administration (1997)	University of Wisconsin, Madison
M.S.	Urban and Regional Planning (1977)	University of Wisconsin, Madison
B.S.	Geography (1974)	North Carolina Central University

**Post-Graduate Education and Professional Training**

National Leadership Forum for Women Administrators (2012)	American Council of Education
Leadership Development Program (2009)	Center for Creative Leadership
National Incident Management - Crisis Management (2007)	U.S. Department of Homeland Security
College Business Management Institute (CBMI) (2003-2006)	University of Kentucky
Millennium Leadership Institute (1999)	AASC&U
Management Development Program (1997)	Harvard Graduate School of Education
Administrative Management Institute (1996)	Cornell University

**Licensure and Certification**

Science Teacher (1974- 1979)	NC State Department of Education
Employment Mediation (2004)	Carolina Dispute Settlement Services
Reaccreditation and Program Change Evaluation	SACS

**PROFESSIONAL EXPERIENCES**

**Academic Instruction**

2010	Adjunct Associate Professor: Cornell, Samuel Curtis Johnson School of Management
2001 - 2009	Adjunct Professor, UNC- Chapel Hill, School of Government
2005 - 2009	Faculty, Bridges Leadership Program for Women, UNC System
2003 - 2009	Guest Lecturer, UNC – Chapel Hill, Graduate School of Education
1998 - 2001	Instructor, University at Buffalo, Graduate School of Education

**Leadership and Administration**

**Cornell University**

**VICE PRESIDENT FOR PLANNING AND BUDGET, 2010 - Present**

- Provides overall leadership and direction for university planning, budgeting, executive information systems, and serves as a member of the of the Provost's and President's senior staffs.
- Leads development of the operating budget, the capital budget, five year forecasts, space planning as well as provides leadership and support for many academic and non-academic planning efforts in support of advancement, development, government, community relations, change management, student services, policy development, and excellence in organizational stewardship and faculty governance.
- Supervises and provides direction to several major institutional functional areas required for university operations and strategic positioning including the University Budget Office, Institutional Research and Planning, Capital Budget, Space Planning, Institutional Intelligence, and the Administrative Streamlining Program.
- Active participant in advancement and development activities and NYS government lobbying for the Cornell budget, annual fund, and \$4+ billion campaign, including regional meetings and donor visits.

Undergraduate and Graduate Education, Public Service and Urban Affairs, Educational Technology, Financial Aid, and Enrollment Management.

- Worked with the Vice President and Associate Provost for Research in the development and implementation of university policies and procedures affecting research accounting, funding, and federal indirect cost rate establishment.
- Developed and supervised the maintenance of internal databases, accounting, and information systems for management of the academic resource base across all funding sources.
- Chaired monthly meetings of Assistant and Associate Vice Provosts, Assistant and Associate Vice Presidents, and Assistant and Associate Deans to provide briefings on current issues and changes in campus administrative policies and procedures.
- Coordinated the faculty and professional staff discretionary salary increase processes, the early retirement programs, and special initiatives for the academic areas.
- Graduate School of Education Faculty: Strategic Planning, Admissions, Alumni Planning Committees

#### ASSISTANT PROVOST-RESOURCE MANAGEMENT, 1994-1997

- Led the university effort in the creation of UB InfoSource, a collaborative effort creating campus-wide access to financial, student, research, and administrative data systems, laying the foundation for a management information system and campus wide access to production system data – business and student.
- Assisted the Associate Provost in the implementation of the Budget Planning and Allocation process.
- Designed the pilot for the data and information system to support Responsibility Center Management (RCM) across the fifteen faculties and schools.
- Reviewed and approved all academic area income fund reimbursable and endowment budget requests.
- Chaired Management Information & Decision Support Systems Subcommittee for the development of a data warehouse and full-blown information system for campus-wide access.

#### ASSISTANT DEAN - ACADEMIC AFFAIRS AND FINANCIAL MANAGEMENT, *School of Management, 1986-1994*

- Performed duties as Chief Budget Officer and Human Resources Manager.
- Designed and implemented an individual faculty budgeting system for the School including preparation of the policies and procedures manual.
- Developed plans and budgets for independent faculty projects, new programs and grants including the China MBA Program, the Institute for Free Enterprise, and the Executive MBA.
- Established a new student service income fund reimbursable system and served as advisor to student clubs.
- Assisted in the development and implementation of long-range resource plans.
- Coordinated the use of the assigned buildings as Space and Facilities Manager.
- Managed the SOM budget and available resources using an all funds strategy.
- Monitored resource use and maintained financial reports of activity by funding source and program activity.
- Maintained working knowledge of policies and procedures for application in review and approval of expenditure plans for state operating accounts, income fund reimbursable accounts, endowment accounts, Research Foundation grants, and University at Buffalo Foundation accounts.
- Assisted in the development of faculty hiring plans and implemented changes necessary to achieve those plans.
- Supervised the School of Management's computer facility, mailroom and duplicating facility and student services center.
- Reorganized the Academic Affairs and Financial Management Office to meet the needs of the organization.
- Negotiated contracts with external vendors for outsourcing facilities rehabilitation and design.

**University of North Carolina – Chapel Hill**

SENIOR ASSOCIATE PROVOST, 2006 - 2010

ASSOCIATE PROVOST, 2001 - 2006

- Served as senior officer for finance and academic resource matters between the Executive Vice Chancellor and Provost and all campus academic units, including four vice chancellors, 13 academic deans, and many centers and institutes.
- Provided direction to and supervision of the Office of Institutional Research and Assessment.
- Led policy development, budget planning, financial management, and human resources for faculty.
- Prepared the campus annual and biennial operating budget.
- Responsible for enrollment planning, faculty start-up, research bridge funding, and all academic resource allocation processes.
- Responded to legislative queries on academic operations and programs, providing written and oral committee reports.
- Provided training and monthly information forums for the distributed financial and academic personnel.
- Served on the planning, priority setting, and financing committee that developed strategies for the construction and repair and renovation of academic facilities.
- Updated the Board of Trustees as needed on academic resource matters and conducted studies as needed to inform decision-making.
- Served the Southern Association of Colleges and Universities (SACS) on reaccreditation of universities and substantial change evaluations.
- Served as the quality assurance evaluator for the campus wide enterprise resource planning implementation.

**University at Buffalo, (SUNY)**

VICE PROVOST, 2000-2001

- Served to assist the Provost with academic management of the university and represented the Office of the Provost and the University to the external constituency.
- Conducted cost analyses and research on national trends for strategic planning and management.
- Engaged in advancement and development events, state and community relations.

ASSOCIATE PROVOST FOR RESOURCE MANAGEMENT, 1997-2000

- Responsible for academic resource management and financial plan implementation, including budgeting, human resources, space rehabilitation, and administrative operations.
- Coordinated, supervised, and approved the annual submissions of financial plans of various schools and colleges of the university.
- Provided leadership to colleges and schools, and vice provosts in financial management of current year operations, implementing and adjusting long-range budget plans to current budget realities at the point of implementation.
- Represented the Provost on executive level committees in the development and implementation of strategies for campus-wide budget management across all financial entities (the research foundation, state, and the university foundation) and all funding sources.
- Assisted the Senior Vice President for University Services in university-wide budget development, financial planning, and forecasting.
- Reviewed and approved all academic sponsored program proposals and human resource decisions.
- Provided leadership and supervision to the office of resource management and assisted the Provost with management of internal office operations.
- Provided leadership in administrative systems and management to 26 Assistant and Associate Deans and resource managers distributed throughout the academic community.
- Worked with the offices of the Vice Provosts and Vice Presidents to provide guidance and support for the University's educational programs in the areas of fund management, human resources, student services, space and rehabilitation issues and initiatives. The areas included International Education,

**ASSISTANT TO THE DIRECTOR FOR UNIVERSITY FINANCIAL ANALYSES**

***Office of Student Finances and Records, 1984-1986***

- Assisted in the leadership of the activities of the Offices of Student Accounts, Records and Registration, and Financial Aid.
- Performed duties as Assistant Bursar and division business manager.
- Interacted as a resource and facilitator to students and parents to resolve problems involving financial liabilities, registration, and financial aid.
- Supervised work performance of branch supervisors and all part-time personnel, assistants, and university work-study students on a daily basis.

***Finance Department-DeKalb County Georgia, Budget and Management Analysis Division***

**SENIOR BUDGET AND MANAGEMENT ANALYSIS, 1982-1984**

- Conducted a number of interlocking budget and management studies and systems analyses of various county departments to determine whether financial operations were conducted with effective controls.
- Compiled and analyzed data relative to costs, performance, work processes and procedures.
- Presented findings and recommendations for improvement to the County Board of Commissioners
- Interpreted operating procedures of county departments and assisted with establishing new work procedures and reorganization of activities for improved service delivery as directed.

***University of Wisconsin-Extension, Geological and Natural History Survey***

**ASSISTANT TO THE DIRECTOR, BUDGET AND PROGRAM PLANNING, 1980-1982**

**OPERATIONS SPECIALIST, 1978-1980**

- Responsible for budget administration, personnel, fund accounting, grant monitoring, and overall organization accountability for fiscal affairs.
- Prepared annual and biennial budgets for five research programs for presentation in the state executive budget process.
- Improved methods of budget preparation and control.
- Established a long-range program planning process for research and coordinated preparation of the first ten-year research plan to address statutory mandates and special appropriations.
- Designed and implemented a cost accounting and project evaluation and review system establishing a new standard of accountability and product oriented research.
- Supervised administrative personnel, reviewed and processed changes in expenditures, work programs, and human resources after the adoption of the budget for compliance with funding requirements.
- Served as liaison with local, state, and federal agencies for budget concerns earning respect and credibility for decisions, leadership and service.

***City of Abilene, Texas***

**ASSISTANT DIRECTOR, HOUSING AND URBAN DEVELOPMENT, 1977-1978**

- Director of Section 8 Housing Programs, existing and new construction.
- Supervised the Rehabilitation 312 program and the community development block grant program.

**PROFESSIONAL RECOGNITION**

National Association of Female Executives (2013), Cornell University Representative  
United Way of Tompkins County (2012), Celebrating Community Volunteers  
National Diversity Council (2011), Tri - State Diversity Leadership and Achievement Award  
Board of Directors Empowerment, Inc. (2009), Service Award  
American Voter Education Registration Project and Project Excellence, Inc. (2009), Distinguished Service  
UNC Association of Women Faculty and Professionals (2008), Mary Turner Lane Award  
YMCA, Century Club (2000), Service and Appreciation Award  
City of Buffalo Common Council Resolution (1999), Leadership and Strengthening Our Community  
Millennium Leadership Institute, (1999). Certificate of Achievement

Zeta Phi Beta, Inc. (1998), Certificate of Recognition and Outstanding Academic Achievement  
University at Buffalo Service Excellence Award (1997), Outstanding Contributions  
New York State Organization of Bursars and Business Administrators (1995), Service Award

### **PROFESSIONAL AFFILIATIONS**

American Council of Education (ACE)  
National Association of College and University Business Officers (NACUBO)  
Society of College and University Planners (SCUP)  
American Association of Blacks in Higher education (AABHE)  
Phi Delta Kappa (PDK)  
National Association for Equal Opportunity (NAFEO)  
American Association of University Women (AAUW)  
Association of Black Women in Higher Education (ABWHE)

### **BOARDS, COMMITTEES, AND ENGAGEMENT**

#### ***National***

National Consortium for Change and Innovation (NCCI) Board of Directors, Marketing Chair, 2011-  
Higher Education Resource Services (HERS) Board of Directors, Audit Chair, Finance Committee, 2010 -  
National Association of Professional Women - Ithaca Chapter  
National Council of Negro Women  
ACE/NIP Program Planning Committee

#### ***State***

Tri State Diversity Council (NY, NJ, Conn,) 2011 -  
New York State Society of Bursars & Business Administrators, 1985-2000  
American Association of University Women, Campus Liaison, 2005-2010  
Member, Program Planning Committee, AAHE Summit on Blacks in Higher Education

#### ***Local/Regional***

United Way Board of Directors - Tompkins County  
Tompkins County Library Board  
Dorothy Cotton Fund Raising Committee  
Ithaca Country Club Board of Directors  
Vision Planner - Calvary Baptist Church Renovation  
Carolina Engagement Council  
Orange County Rape Crisis Center Board of Directors, President  
Erie County Development Coordination Board  
Western New York Pan-Hellenic Council, President  
Member, United Way Needs Assessment Board  
Girl Scout Leader, Buffalo & Erie County  
United Way Educational Opportunity Committee  
United Way Allocations Panels  
United Way Loaned Executive  
EmPOWERment, Incorporated  
Orange County Rape Crisis Center  
Brookfield at Berryhill Homeowners Association Board  
Chapel Hill/Carrboro Downtown Partnership  
Families Helping Families  
High School Reform Committee, Chapel Hill- Carrboro School Board  
Minority Achievement Committee, Chapel Hill - Carrboro School Board  
National Council of Negro Women, Life Member  
School Improvement Team, Carrboro/Chapel Hill School Board

Chapel Hill-Carrboro NAACP  
Triad Diamond Ski Club  
Youth Creating Change  
Zeta Phi Beta Sorority

**Education**

Cornell Board of Trustees Committee Participation  
- Finance, Investment, Audit, Government Relations, Academic Affairs, Executive Committee  
Cornell Faculty Senate Financial Planning Committee  
Start-Up New York, Cornell Initiative  
SACS Reaccreditation Teams  
Cornell Budget Management System and Campus Space Study Sponsor  
Chair, UNC Conversion of Tuition to Per Credit Hour Funding Base  
BAIN Consulting Project on Efficiency – UNC  
UNC Campus Quality Assurance – ERP Implementation  
UNC Finance and Human Resources Stakeholder – ERP Project  
UNC Board of Trustees, Provost Representative to Audit & Finance  
UNC Budget Committee Chair  
UNC Campus Health Services Advisory Board  
Capital Projects Finance Subcommittee  
Child Care Advisory Committee  
Chancellors' Advisory Film Review Committee  
Classroom Planning Committee  
UNC Dean's Council  
Enrollment Policy Advisory Committee  
Chair, Enterprise Applications Planning Committee and Work Group  
Enterprise Risk Management Committee  
Executive Search Committee for VC's – Finance, IT, Libraries, Student  
Facilities Working Group  
Facilities and Administrative Cost Study Team  
Finance Advisory Council  
Five-Year Financial Planning Committee  
Institutional Data Group, Chair  
Intercity Visit to Madison, Wisconsin  
Personnel Flexibility Committee  
Property Committee  
Tuition Task Force  
Space Use Committee  
Sponsor, Institutional Data Group (Data Warehouse Development)  
Sponsor, Space Management and Implementation Committee  
Sponsor, Human Resource Implementation System Committee  
Sponsor, Departmental Accounting system  
Strategic Planning Committee  
UNC System Human Resource Council  
UNC System President's Committee on Efficiency & Effectiveness (PACE)  
- Academic Administration Subcommittee Chair  
Member, University at Buffalo Executive Budget Committee  
Member, Budget Committee Support Group  
Member, Budget Implementation & Monitoring Committee  
Member, Faculty Senate Budget Priorities Committee  
Chair, Educational Technology Salary Definitions and Policy Committee  
Member, Materials Research and Instrumentation Facility Steering Committee

Chair, Administration & Mechanics Subcommittee of the UB Revenue Generating Policy Committee  
Member, UB Revenue Generating Policy Committee  
Co-Chair UB Space and Rehabilitation Committee  
UB Information Technology Coordinating Committee  
Member, Campus Information Technology Culture Committee  
Member Retirement Planning Focus Group  
Ex-Officio Member, President's Task force on Race and Diversity  
Graduate School of Education Planning Committee – Minority Alumni Gala  
Chair, Management Information and Decision Support Systems Committee  
Member, Education Technology Node Advisory Committee  
UB Paperless Processing Committee  
UB Personnel/Payroll Processing Committee  
UB President's Panel for the Review of Search Procedures  
Carolina Leadership Development Mentor

## REPORTS, PROGRAM PARTICIPATION, INVITED LECTURES, PRESENTATIONS, PUBLICATIONS

Network for Change and Continuous Innovation (NCCI) Annual Conference, Disruptive Change thru a New Budget Model at Cornell University, 2013

NACUBO Annual Meeting, Streamlining Your Budget Model and Cost Allocations, 2013

NACUBO Annual Meeting, Reducing Costs and Improving Services with Shared Business Centers, 2012.

Cornell University, Operating and Capital Budget Financial Plan, 2010, 2011, 2012.

University of Santa Barbara, Organizational Change Leadership, 2010.

Oxford Round Table, London England, A study of the perceptions of public historically black college presidents, March, 2003.

R. N. Harris Magnet School Winter Retreat, Keynote Speaker. Lifting As We Climb, No Child Left Behind, December 2002.

Cornell University Administrative Management Institute, Administrative Streamlining, 2011.

University of Kansas, Organizational Review of the Office of the President, 2010.

Keynote Speaker Bridges Graduation, University of North Carolina, 2010.

Editorial Board, the Sage Handbook of African American Education, Linda Tillman, Editor, Sage, 2009.

Bridges Leadership Program, UNC. Workshop Leader and Trainer: Leadership and financial Resources, October, 2002, 2003, 2004, 2005, 2006.

Zeta Phi Beta, Inc. Founder's Day, Keynote Speaker: Women in Leadership, January 2005.

Black Student Movement, University of North Carolina – Chapel Hill, Presentation on the function and services of the Office of the Executive Vice Chancellor and Provost, September, 2002.

Employee Forum, Presenter, Personnel flexibility at UNC – Chapel Hill, August, 2002

UNC Senior Administrative Briefing. Presenter, University Budget Process, February 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009. New York State Organization of Bursars and Business Administrators (NYSOBA) Annual Meeting, lecture: Career Opportunities and Leadership in Higher Education. June 2000.

American Association of Higher Education National Meeting, Anaheim, Discussion Session: Creative Ways to Recruit and Retain a Diverse Faculty and Staff. March 2000.

University at Buffalo Annual Business Days. Workshop on UB Info Source – Using the Academic Information System. June 2000, 1999, 1998.

American Association of Higher Education Summit on Blacks in Higher Education 2000. Discussion Leader: Closing the Gap in Technology. February 2000.

City of Buffalo, Women's Conference. Keynote: The Highlights of Dr. King's Journey. February, 1999.

Williamsville South High School. Keynote: The Mind and Intellect of a Woman. February, 1999.

Graduate School of Education: 1998 Research Symposium: Leadership of Historically Black Colleges and University Presidents.

American Council of Education, Western New York Chapter and the Women's Task Force, Workshop: Leadership of Historically Black Colleges and University Presidents.

University at Buffalo Women's Task Force, Take Your Daughter to Work Assembly. The Advancement of Women in the Academy. April, 1997.

Policies and Procedures for Teaching, Research, and Service Budgets, SUNY, School of management, April, 1990, 1991, 1992.

Performance Evaluation Follow-up – Meter Readers, DeKalb County Finance Department, April 1984.

Operations Review of the workers' Compensation Program, risk Management Division, DeKalb County Finance Department, November 1983

DeKalb County Personnel Department Performance Evaluation, DeKalb County Finance Department. August, 1983.

Operations Review of the Clerk of the board of Commissioners, DeKalb County Finance Department, October, 1982

Programs and Activities 1979 – 1989, Geological and Natural History Survey, University of Wisconsin-Extension, May, 1981.

Ten-Year Program Plan, Geological and Natural History Survey, University of Wisconsin –Extension, March 1982

"Geological and Natural History Survey", Organization of Wisconsin State Government State of Wisconsin, 1981 and 1982.

Land Records: the Cost to the Citizens to maintain the Present land Information Base, State of Wisconsin, 1978.



# FLORIDA AGRICULTURAL AND MECHANICAL UNIVERSITY

PRESIDENT

***Position Description***

**Greenwood/Asher & Associates, Inc.**

**EXECUTIVE SEARCH, CONSULTING, AND TRAINING**

## ***The Position***

Celebrating 125 years of "Excellence with Caring," Florida Agricultural and Mechanical University (FAMU) embarks upon its search for the 11<sup>th</sup> President of the institution. The President is the chief executive officer of the University and reports to the FAMU Board of Trustees. The President has broad delegated responsibility for all operations of the institution, including overall leadership and articulation of the mission and goals of the university to both internal and external constituencies. As CEO, the President will evaluate, manage, and promote sustainable growth, enhance and improve academic programs and facilities, identify new and expand existing resources, and strengthen the technological infrastructure.

## ***About the University***

Founded in 1887 as the State Normal College for Colored Students, Florida A&M University (FAMU) is a public, fully accredited member of the State University System of Florida. FAMU is an 1890 land-grant, doctoral/research institution and is the premier school among historically black colleges and universities. Prominently located on "the highest of seven hills" in Florida's capital city of Tallahassee, Florida A&M University remains the only historically black university in the twelve member State University System of Florida (SUS).

FAMU is providing support to the nation and to the global community in helping to create a collaborative, research infrastructure dedicated to improving our lives across our interconnected worlds. Classified by the Carnegie Foundation for the Advancement of Teaching as a Doctoral Research University, FAMU offers 54 bachelor's degrees and 28 master's degrees. The University has 14 colleges and schools. FAMU offers three professional degrees, the Juris Doctor, Doctor of Pharmaceutical Sciences, and Doctor of Physical Therapy. FAMU offers twelve (12) doctoral programs, which includes 11 Ph.D. programs and a Doctor of Public Health.

The university's campus expands over 419 acres in Tallahassee and has several satellite campuses including the College of Law in Orlando; the College of Pharmacy and Pharmaceutical Sciences which has sites in Miami, Jacksonville, Tampa and Crestview; and the FAMU Farm in Quincy.

### ***Just the Facts***

#### ***Enrollment***

- Total enrollment on and off campus is 13,204 of which 1,928 are non-Florida residents.
- 83 percent undergraduate; 15 percent graduate
- 5,234 male; 7,973 female students

<http://www.famu.edu/index.cfm?AboutFAMU&Overview>

#### ***Student-to-Faculty Ratio***

- 18:1

#### ***Full-time Instructional Faculty***

- 537; 76 percent are tenured or tenure-track

#### ***Non-Faculty Staff***

- 1,131

#### ***Florida A&M University Foundation***

- Florida A&M University Foundation's assets and managed funds — including gifts and bequests — totaled more than \$110 million.

The university fulfills its land-grant mission of transforming knowledge to practice through technological leadership and by fueling \$1.6 billion dollars in economic growth and approximately 25,000 jobs created locally, regionally, and across Florida.

Originally designed to meet the needs of the underrepresented and the underprivileged, Florida A&M University continues to serve the citizens of Florida and the world through its provision of pre-eminent academic programs. For more on Florida A&M University's rich history, visit <http://www.famu.edu/index.cfm?AboutFAMU&History>.

### **Mission Statement**

Florida Agricultural and Mechanical University (FAMU) is an 1890 land-grant institution dedicated to the advancement of knowledge, resolution of complex issues and the empowerment of citizens and communities. The University provides a student-centered environment consistent with its core values. The faculty is committed to educating students at the undergraduate, graduate, doctoral and professional levels, preparing graduates to apply their knowledge, critical thinking skills and creativity in their service to society. FAMU's distinction as a doctoral/research institution will continue to provide mechanisms to address emerging issues through local and global partnerships. Expanding upon the University's land grant status, it will enhance the lives of constituents through innovative research, engaging cooperative extension, and public service. While the University continues its historic mission of educating African Americans, FAMU embraces persons of all races, ethnic origins and nationalities as life-long members of the university community. *(Adopted by the FAMU Board of Trustees, October 2009)*

**Core Values:**

Scholarship, Excellence,  
 Openness, Fiscal Responsibility,  
 Accountability, Collaboration,  
 Diversity, Service, Fairness,  
 Courage, Integrity, Respect,  
 Collegiality, Freedom, Ethics and  
 Shared Governance.

### **Institutional Governance and Structure**

The University is part of the State University System of Florida, composed of 12 universities of varying sizes and missions, which is overseen by the Board of Governors, a constitutional body.. The president reports directly to

the Board of Trustees which consists of thirteen (13) members. Six (6) trustees are appointed by the Governor and five (5) trustees are appointed by the Board of Governors, subject to confirmation by the Florida Senate. These trustees serve staggered terms of five (5) years. The Presidents of the Faculty Senate and Student Government Association are elected by their bodies, and serve a one-year term. As the governing body of the University, the Board of



Trustees is charged with policy making for the University. The powers and duties of the Board of Trustees are set forth in Sections 1001.71 - 1001.73, Florida Statutes; and Board of Governors Regulation 1.001.

Trustees serve without compensation and meet at least quarterly. The officers of the Board of Trustees are chair and vice-chair. Each is elected for a term of two (2) years and may be re-elected for one additional consecutive term. The President serves as the corporate secretary to the Board of Trustees. The President has the responsibility for the day-to-day management of the University. For this reason, one of the most important responsibilities of the Board of Trustees is the selection, retention and replacement of the President. The powers and duties of the President are set forth in FAMU Regulation 1.021.

The University is committed to shared governance, with faculty members represented through a Faculty Senate. The Faculty Senate is the highest legislative body within the University, and advises the President on academic matters and other concerns affecting more than one school or college. The Faculty Senate considers, legislates, and advises on all matters of general University interest.

Faculty Senators are elected annually for two year staggered terms in March of each year by the faculty of each college or school. New Senators take office at the initial fall meeting of the Faculty Senate. In addition, various members of the University administration may be ex-officio members, and the Student Government Associate elects four (4) student members. The Faculty Senate elects its officers, sets its own rules of procedure, and establishes committees to perform Senate functions.

## ***Strategic Plan***

Florida A&M University conducted a broad and participative strategic planning process, resulting in the plan entitled, ***2020 Vision with Courage***. Presented and approved by the Board of Trustees in October 2009, the plan will lead to the University becoming internationally recognized as a premiere land grant and research institution committed to exemplary teaching, research and service. Courageous visioning and actions have been and will continue to be keys to FAMU's success. As such, this strategic plan is yet another courageous step toward FAMU 2020, with 2050 in its sights. The following five strategic initiatives are the goals of the plan:

- Create a 21<sup>st</sup> century living and learning collegiate community
- Enable excellence in University processes and procedures

### ***Vision Statement***

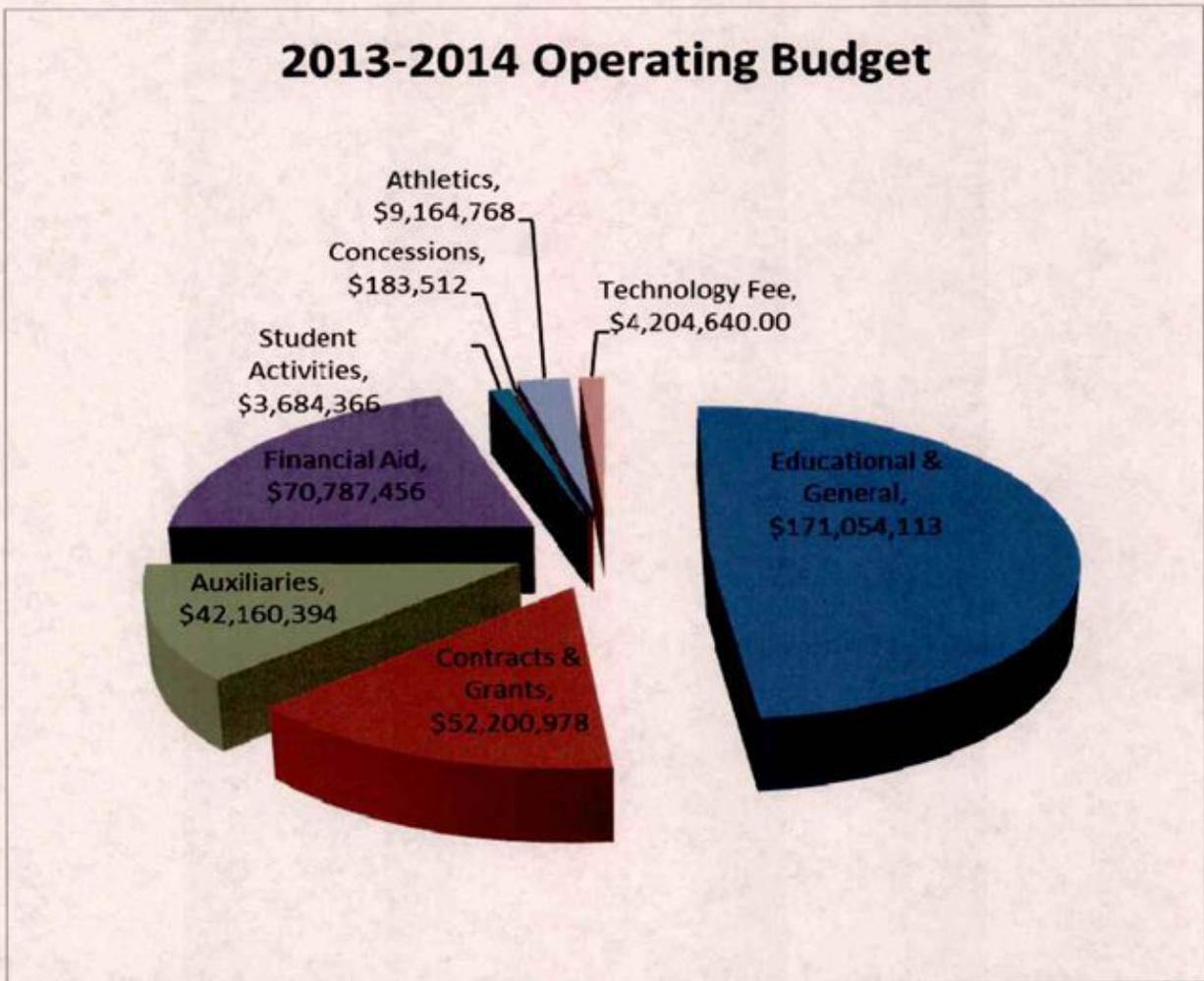
Florida A&M University (FAMU) will be internationally recognized as a premier land grant and research institution committed to exemplary teaching, research, and service preparing transformational graduates with high ethical values dedicated to solving complex issues impacting

- Develop, enhance, and retain appropriate fiscal, human, technological, research and physical resources to achieve the University's mission
- Enable excellence in University Relations and Development
- Enhance and sustain an academic and social environment, promoting internationalization, diversity, and inclusiveness

<http://www.famu.edu/index.cfm?AboutFAMU&StrategicPlan>

### University Budget

Florida A&M University's operating budget in 2013-14 is approximately \$384 million dollars.



Educational & General	Contracts & Grants	Auxiliaries	Financial Aid	Student Activities	Concessions	Athletics	Technology Fee
\$171,054,113	\$52,200,978	\$42,160,394	\$70,787,456	\$3,684,366	\$183,512	\$9,164,768	\$4,204,640

## **Academics**

FAMU is known as a top producer of African American graduates in the nation and leads among universities within Florida. FAMU encourages and supports innovative teaching, research and public service, enhanced by informational and instructional technology and distance learning. It also provides service programs through cooperative extension, technology transfer, international affairs and a variety of public service programs to ever-broadening, diversified constituencies. FAMU has increasingly developed a graduate infrastructure of master's and doctoral programs. The academic divisions of FAMU are listed below:

College of Science and Technology	College of Law
College of Education	College of Agriculture and Food Sciences
College of Pharmacy and Pharmaceutical Sciences	FAMU/FSU College of Engineering
College of Social Sciences, Arts and Humanities	School of the Environment
School of Allied Health Sciences	School of Architecture
School of Business and Industry	School of Nursing
School of Journalism and Graphic Communication	School of Graduate Studies and Research

The University was ranked among the Top 10 Best Historically Black Colleges or Universities in the nation and for the third consecutive year one of the Best National Universities for 2014 by *U.S. News & World Report*. FAMU and was named a "Best in the Southeast" College in *The Princeton Review* for 2014 and was listed on the *Forbes* list of top colleges in the U.S. for 2013. The University was recognized and ranked #2 among public universities by *The College Database* for providing high-quality education at an affordable price in Florida.  
<http://www.famu.edu/index.cfm?AboutFAMU&Accolades>

## **Research**

Florida A&M University's research funding currently exceeds \$53 million. The University continues to seek and earn research awards from national funding agencies, such as the U. S. Departments of Education, Health & Human Services, Agriculture, Defense, State, Commerce, Interior, Environmental Protection Agency, the National Oceanic and Atmospheric Administration, the National Science Foundation, the National Aeronautics & Space Administration, and the National Institutes of Health, to name some agencies.

<http://www.famu.edu/oir/UserFiles/File/DataReporting/FactBooks/1112/research%202011-12.pdf>

Some of the most recent awards include: one for national security with the U.S. Army on the detection of radioactive nuclear materials and a research award for future Army combat systems for ground and aerial vehicles; FAMU was also awarded \$5 million from the NSF for a new research center in science and technology and new academic programs in astrophysics and astrochemistry at the graduate and undergraduate levels.

A faculty member in the College of Pharmacy and Pharmaceutical Sciences has entered into an exclusive license agreement with a biopharmaceutical company for his work in creating compounds to treat some of the effects of Parkinson's disease.

The FAMU faculty is involved in cutting-edge research activities that are leading to advances in physical, chemical, biological and social sciences, the quality of health care, the food and agriculture industry, environmental health and safety, bioengineering and much more. The Division of Research provides FAMU investigators the maximum level of service and a solid infrastructure for all research activities of the University.

### **Accreditation**

Florida A&M University is accredited by the Commission on Colleges of the Southern Association of Colleges and School, Commission on Colleges to award baccalaureate, master's, professional and doctoral degrees. In addition, individual colleges, schools, and departments are accredited by their appropriate associations.

<http://www.famu.edu/index.cfm?AboutFAMU&AccreditingAssociations>

### **Athletics**

Florida A&M University is a member of the Mid-Eastern Athletic Conference, sponsors 18 athletic programs. FAMU sponsors NCAA Division I teams for men and women and operates a FCS football program. Men's varsity sports include baseball, basketball, football, golf, swimming/diving, tennis, and track and field.

#### **Research Vision Statement**

Florida A&M University (FAMU) will become a nationally recognized research institution with an efficient infrastructure that supports the administration of research activities that foster relevant research, intellectual discovery, creative problem solving and the dissemination of



Women's sports include basketball, bowling, cheerleading, golf, softball, swimming/diving, tennis, track and field, and volleyball. <http://www.famuathletics.com>

## ***About Tallahassee***



The City of Tallahassee, the county seat and the only incorporated city in Leon County, was established in 1825. Now Leon County's largest city, Tallahassee, is also home to the Florida legislature. Over the last ten years the population within the City of Tallahassee has grown by more than 15%; its current population is 275,487. The population in the surrounding metropolitan area is over 650,000.

Some highlights of life in Tallahassee are listed below:

- In 2013, Livability.com ranked Tallahassee among the Top 100 Best Places to Live
- In 2013, ranked 10h Most Business-Friendly State
- In 2012, U.S. Census named Tallahassee among the best zip codes for young workers.
- Power Association (APPA) named Tallahassee the #1 Public Utility in the country; the City also received APPA's 2012 Energy Innovator Award.
- 2011, Tallahassee named among top cities worldwide as an innovation leader.
- 2011, Livecom awards Tallahassee the National 2011 Livability Award.
- 2011, Top 25 best mid-sized cities for job growth by Newgeography.

Tallahassee is vibrant, engaging and offers a highly-educated workforce in several major growth sectors:

### **Renewable Energy and Environment (CleanTech)**

As a community committed to clean technology and protecting the area's considerable natural resources, Tallahassee has found great success developing its renewable energy sector. Companies such as Danfoss Turbocor (oil-free compressors for large scale air-condition systems), Bing Energy (developing a less expensive hydrogen fuel cell), Verdicorp (turning waste heat into electricity), and SunnyLand Solar (making high efficiency solar tubes), are just a

few recent examples. Partnerships with university-based research institutes have allowed this sector to flourish.

### **Aviation, Aerospace, Defense and National Security**

As home to many industry-leading companies in this sector, Tallahassee fits in nicely with its Gulf Coast neighbors as one of the largest concentrations of aviation, aerospace and defense assets in the world. Aviation leaders include Flightline Group, which is a regional dealer for PiperJet and HondaJet. TeligentEMS in Gadsden County, Chemrigh Ordinance and General Dynamics Land Systems serve the defense industry as does Datamaxx Group, which provides cutting-edge technology solutions to local, state and federal law enforcement agencies.

### **Health Sciences and Human Performance Enhancement**

The Economic Development Council (EDC) has been focused on health care for years as a targeted industry sector painted with the broader brush of health sciences and human performance enhancement. Because Tallahassee serves as an “urban island” that provides health care to a 23-county radius, development of this sector is crucial for the well-being of the region, both in delivering care and creating good jobs. In the last year alone, several cutting-edge facilities and treatment centers have opened across the region.

### **Information Technology**

One of the largest private business sectors in the Capitol Region, information technology supports a vibrant business climate. Industry leaders and start-up CEOs work side by side with university researchers and investors in attracting and nurturing technology-based businesses and innovative pursuits. Local start-up activity in the sector substantially exceeds national averages as Tallahassee grows in its reputation as a place where good ideas become profitable businesses.

### **Research and Engineering**

University-based research is changing the face of economic development in this region as it causes community leaders to redefine targeted industry sectors. Tallahassee’s research community and related workforce-training programs are attracting companies that are producing products in high-wage, capital-intensive industry sectors such as life sciences and clean technology.

### **Transportation and Logistics**

Tallahassee’s unique geographic location within the state of Florida makes it an ideal location for companies involved in transportation, distribution and logistics. The Capital Region offers multiple access points to Interstate 10, CSX rail service, the Tallahassee Regional Airport and nearby access to 17 public general aviation airports, two deep-water ports — both of which are designated Foreign Trade Zones — and a barge port with direct Intracoastal Waterway and Gulf

of Mexico access. Plus, Tallahassee is a one-day truck haul to virtually all primary markets in the Southeast.

<http://taledc.com/about-our-region/targeted-industry-sectors/>

## ***Economic Development & Public Service***

### **Business and Industry Cluster**

Since 1968, FAMU has developed partnerships with industry and corporate leaders across the country. The historic motivation for this initiative was to enable employers to access highly-qualified minorities with leadership skills for placement in the business, scientific and technology fields. FAMU prepares students that become highly valued employees and leadership resources with the financial and vital resources provided by the Cluster partners. Cluster partners make significant contributions to the development of future workforce leadership by serving on an advisory boards, participating in curriculum design, and accessing students and faculty for exchange programs. The faculty of the University participates in realizing economic and social visions in both industry and government through summer work exchange programs, technology development and transfer, and research projects.

<http://www.famu.edu/index.cfm?UniversityAdvancement&IndustryClusterOverview>

### **NOAA Environmental Cooperative Science Center (ECSC)**

Florida A&M University has been awarded an education and research grant totaling \$15 million from the National Oceanic and Atmospheric Administration (NOAA) to meet the agency's workforce needs in areas of science, technology, engineering and mathematics (STEM) that support NOAA's mission. FAMU, as the lead institution, along with its partners will focus on increasing the number of well-trained and highly qualified scientists and managers, particularly from under-represented minority groups entering the NOAA workforce and other resource management entities. Further the center will improve the scientific bases for coastal resource management and to develop tools and research products to characterize, evaluate, and forecast coastal and marine ecosystem responses to natural and human induced stressors. This center will facilitate community engagement related to the function and relevance of coastal ecosystems and the services they provide to society.

<http://www.ecsc.famu.edu/about.html>

### **Center for Plasma Science & Technology (CePaST)**

The CePaST investigators have received nearly \$40 million in federal and state funding to support their research activities. This has included support from Boeing Aircraft Corp, National Science Foundation, NASA, NOAA, Department of Energy (DOE) and Department of Defense (DOD). Current research has been supported by NASA for applications to hypersonic

aerodynamics, by DOE for applications to fusion science, and by DOD for applications to materials research and to experimental, theoretical, and computational physics in remote sensing through the breakdown spectroscopy in plasmas. In addition to its external funding, CePaST projects, staff and students receive support directly from FAMU.

<http://www.physics.famu.edu/cepast.php>

## ***The Position***

The President will build upon the current foundation of learning, collegial relationships and shared governance to provide leadership in continuing development and implementation of FAMU's Strategic Plan. The President will also recognize and foster the mission of FAMU based upon its history as a land grant institution, its HBCU character, and promote its core values of Scholarship, Excellence, Openness, Fiscal Responsibility, Accountability, Collaboration, Diversity, Service, Fairness, Courage, Integrity, Respect, Collegiality, Freedom, Ethics and Shared Governance. The President reports to the FAMU Board of Trustees; it is a 13-member governing board, with appointments made by the Governor and the SUS Board of Governors.

### ***Challenges and Opportunities:***

- Develop and implement a comprehensive fund-raising plan.
- Recruit, develop, support and retain a world-class faculty.
- Recruit, retain and graduate talented students.
- Manage, monitor and be accountable for the fiscal affairs of the University.
- Improve the technology across the University.
- Enhance the quality of academic programs.
- Improve communication and collaborations between Executive Administrators, Schools, Divisions, and Departments.
- Continue the history of partnering and securing federal and corporate funds to support the University.

### ***Qualifications, Knowledge, Characteristics:***

Celebrating 125 years of "Excellence with Caring," Florida Agricultural and Mechanical University (FAMU) embarks upon its search for the 11<sup>th</sup> President of the institution. The President is the chief executive officer of the University and reports to the FAMU Board of Trustees, which is appointed by the Governor and the Board of Governors of the State University System of Florida. FAMU's annual budget is approximately \$384 million and it has research awards that total over \$53 million. The President has broad delegated responsibility for all operations of the institution, including overall leadership and articulation of the mission and goals of the university to both internal and external constituencies. As CEO, the President will evaluate, manage, and promote sustainable growth, enhance and improve academic programs and facilities, identify new and expand existing resources, and strengthen the technological infrastructure.

The President should possess credentials sufficient to engender cooperation and respect from the state legislature, local, regional, and national business communities, colleagues throughout higher education as well as among the alumni, faculty, staff, and students. The Board of Trustees will consider candidates both within and outside academia. Advanced academic credentials including a terminal degree are desired; however, an extraordinary business or government profile will be considered.

The desired leader should have a proven track record of building an accomplished, talented, and diverse senior leadership team and understands their role as leader, in a corporate model of an historic academic institution. The President should demonstrate progressively responsible administrative/managerial experiences, understands changing trends in higher education and their impact on student financial aid, recruitment, retention, and graduation rates.

Specifically, the successful candidate:

- Demonstrates a record of meaningful accomplishments in executive leadership of and decisive management in complex organizations, and has a strong record of innovation and transformation;
- Appreciates and is committed to the quality, scope, complexity, and vitality of the University's land-grant mission and legacy;
- Demonstrates a record of fiscal leadership, strong financial oversight, and accountability;
- Possesses a sophisticated understanding of the fiscal complexity and structure of an academic research institution, and can lead the development of new and creative funding models, as well as optimize resources in a changing global economy and public higher education environment;
- Demonstrates an ability and commitment to working with the Board of Trustees to develop the University's priorities and strategic vision, leading the institution to successfully accomplishing them;
- Cultivates strategic relationships with academic, political, business, State University System of Florida colleagues, and other relevant constituencies;
- Demonstrates ability to think and act entrepreneurially, boldly, and strategically;
- Demonstrates the ability to attract, develop and retain world-class faculty and students who are at the core of the University's mission and success;
- Demonstrates the ability to hire talented and diverse personnel, building effective teams, delegating appropriate work, encouraging professional development, and holding administrators accountable for their actions;
- Possesses exemplary interpersonal communication and listening skills; is an inspirational, proactive and politically astute leader; and is a skilled change-manager

capable of making difficult but important adjustments, while preserving those traditions that serve the institution well;

- Displays an appreciation and understanding for the integration of technology in the administrative and academic operations of the University;
- Promotes and enhances the historic strengths of the University and its reputation for innovation among all stakeholders;
- Creates and sustains a culture of transparency, accountability, and shared governance;
- Appreciates and displays a commitment to leveraging the passion of the FAMU alumni and the Rattler Nation and its culture;
- Exercises the highest degree of ethics and integrity at all times;
- Demonstrates the ability to set and promote a standard of excellence throughout the University;
- Possesses significant experience in successful fundraising with an understanding of the role philanthropy plays in higher education;
- Appreciates, relates well and commits to fostering an exceptional, well-balanced and varied graduate and undergraduate student experience—in academics, research, co-curricular opportunities, social and service experiences, as well as residential and work activities; and
- Serves as a tireless champion for public higher education issues such as quality, access, affordability and diversity.

### ***Salary***

The salary is competitive and commensurate with qualifications and experience.

### ***How to Apply***

Greenwood/Asher & Associates, Inc. is assisting the Florida Agricultural and Mechanical University Board of Trustees in the search for the University's 11th President. Applications and nominations are now being accepted; review and screening will continue until an appointment is made. Application materials should include a résumé or curriculum vitae, a letter addressing how the candidate's experiences match the position requirements, and contact information for at least five references.

Individuals wishing to nominate a candidate may contact the search firm via phone or in writing and provide the name, position, address, and telephone number of the nominee. A letter addressing how the candidate's experiences match the position requirements is recommended.

Applications and letters of nominations should be submitted to:

Marion Frenche, Principal  
Greenwood/Asher & Associates, Inc.  
Florida Agricultural and Mechanical University - President  
42 Business Centre Drive, Suite 206  
Miramar Beach, Florida 32550  
Phone: 850-650-2277 / Fax: 850-650-2272  
Email: [bettyasher@greenwoodsearch.com](mailto:bettyasher@greenwoodsearch.com)  
Email: [marionfrenche@greenwoodsearch.com](mailto:marionfrenche@greenwoodsearch.com)

*Florida Agricultural and Mechanical University is an equal opportunity/equal access University.  
Successful candidate is subject to a pre-employment screening which includes a review  
of criminal records, reference checks and verification of education.*

*If an accommodation due to a disability is needed to apply for this position, please call 850-599-3076.*

For more information about Florida Agricultural and Mechanical University, please visit:  
<http://www.famu.edu>

*This search is being conducted under Florida law, including the Sunshine law and public records law.*