



SUMMARY OF THE
Presidential Search

PREPARED FOR THE FLORIDA BOARD OF GOVERNORS

SEPTEMBER 30, 2026



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SECTION 1

LETTER FROM THE UNF BOARD OF TRUSTEES



September 21, 2026

The Honorable Alan Levine
Florida Board of Governors
325 West Gaines Street, Suite 1614
Tallahassee, Florida 32399

Dear Chair Levine,

On behalf of the University of North Florida Board of Trustees, I am pleased to present to you Dr. Michael P. Shannon for confirmation by the Florida Board of Governors as the eighth president of the University of North Florida.

From the beginning of this search, the Board sought a leader who could build on UNF's momentum, advance student success and academic excellence, strengthen connections with employers and the community and expand the University's impact across Northeast Florida and beyond.

The Board conducted a comprehensive national search in accordance with Florida Board of Governors Regulation 1.002 and Section 1004.098 of Florida Statutes. Trustee Jack Boyle chaired an 11-member UNF Presidential Search Committee that reflected a broad range of voices and perspectives, with representation from UNF faculty and students, the Board of Trustees, the Board of Governors and business and community leaders. The committee worked with Funk Associates, a national executive search firm, throughout the process.

The process began with listening sessions to gather input from key stakeholders and help shape the leadership profile for the next president. These sessions gave members of the University community an opportunity to identify the experience, qualities and priorities most important in UNF's next leader. That input informed the committee's work as it recruited and evaluated candidates.

The recruitment effort generated significant interest and resulted in 152 applicants. Following extensive evaluations and interviews, Dr. Shannon was announced as a finalist on Aug. 25. Soon after, he participated in two days of public forums with students, faculty, staff, alumni, donors, business leaders and other community stakeholders.

On Sept. 16, the Board of Trustees interviewed Dr. Shannon and considered his candidacy in a publicly noticed meeting. After completing its review, the Board selected Dr. Shannon as UNF's president-elect, subject to confirmation by the Florida Board of Governors.

Dr. Shannon has served as president of the University of North Georgia since 2023. During his tenure, the university reached historic enrollment, strengthened student retention, expanded academic and workforce programs across its five campuses and advanced major investments in STEM, health sciences, leadership development and military education. Dr. Shannon's leadership emphasized student success, institutional relevance and strong partnerships with government, industry and the communities UNG serves.

A first-generation college graduate, Dr. Shannon earned a bachelor's degree in aerospace engineering and a master's degree in aeronautical science from Embry-Riddle Aeronautical University. He also earned a master's degree in health physics and a Ph.D. in nuclear and radiological engineering from the Georgia Institute of Technology.

He served 20 years in the U.S. Army, retiring as a lieutenant colonel after assignments in the Infantry, Signal Corps, counterproliferation, the Defense Threat Reduction Agency and West Point. Following his military career, Shannon worked in small business and at Georgia Tech as a faculty member, researcher and executive. There he served as the interim executive vice president of Administration & Finance, interim chief business officer and vice president and deputy chief business officer, responsible for strategic leadership and operations.

Dr. Shannon's experience as a military officer, researcher, business and higher education executive and university president has prepared him to lead a dynamic public university in one of Florida's fastest-growing regions.

On behalf of the Board of Trustees, I respectfully request that the Florida Board of Governors confirm Dr. Michael P. Shannon as UNF's eighth president at its Sept. 30 meeting. Dr. Shannon has passed all required background and reference checks.

Enclosed are supporting materials regarding the search process, related communications, Dr. Shannon's qualifications and the proposed employment agreement. Please let me know if we can provide any additional information or answer any questions.

Sincerely,



Clarence S. Moore
Chair, UNF Board of Trustees



SECTION 2

PRESIDENTIAL SEARCH COMMITTEE

Jack Boyle, Chair

*Chair, Presidential Search Committee;
Member, UNF Board of Trustees;
Retired President of North America and Buying for Fanatics*

Dr. James Beasley

President, UNF Faculty Association

Dr. Mike Binder

*Assistant Vice President, UNF Faculty Relations;
Former President, UNF Faculty Association*

Rob Bradley

Partner, Bradley & Komando, PA

Dwight Cooper

*Chair, UNF Foundation Board;
Founder and Chairman, Hueman People Solutions*

Jay Demetree

*Member, UNF Board of Trustees;
President and CEO, Demetree Brothers, Inc.*

Amelia Dyal

President, UNF Student Government

Aubrey Edge

*Member, Florida Board of Governors;
President and CEO, First Coast Energy, LLP*

John Gol

*Member, UNF Board of Trustees;
Member, UNF Finance Corporation;
Chief Financial Officer, Georgia Emergency Department Services*

M. Scott Thomas

Partner, Burr & Forman

Aundra Wallace

President, JAXUSA Partnerships



SECTION 3

SEARCH TIMELINE



March 31, 2026

First Presidential Search Committee Meeting

April 9, 2026

Meetings/Listening Sessions with Consultant

Presidential Search Chair Jack Boyle

UNF Cabinet

Senior /Associate Provosts and Assistant/Associate VPs

Governor Aubrey Edge, Florida Board of Governors

Students – Pizza Lunch

Foundation/Alumni/MOCA/Community Leaders

Faculty - Hybrid

Staff – Hybrid

April 10, 2026

Meetings/Listening Sessions with Consultant

Staff – Hybrid

Faculty – Hybrid

Academic and Administrative Deans

Council of Chairs and Associate Deans

Board of Trustees Chair Steve Moore

Open Forum – Hybrid

Campus Tour

April 14, 2026

Listening Sessions with Consultant

Staff – Virtual

Faculty – Virtual

April 21, 2026

Presidential Search Committee recommends the position criteria, marketing plan and presidential compensation

April 22, 2026	UNF Board of Trustees approves the position criteria, marketing plan and presidential compensation
July 1, 2026	Deadline for Applications
July 8, 2026	Search committee meets to review the applicant pool and selects semifinalists
July 28 and 29, 2026	Semifinalists interviewed and four are invited to participate as finalists; Three subsequently decline to move forward
August 17, 2026	Search committee reconvenes and recommends one additional semifinalist be invited as a finalist; Candidate declines to move forward in the process
August 21, 2026	Search committee Chair Jack Boyle requests approval from Florida Board of Governors Chair Levine to move Dr. Michael Shannon forward to the finalist stage
August 24, 2026	BOG Chair Alan Levine approves the request
August 25, 2026	Dr. Michael P. Shannon announced as finalist
September 9, 2026	Finalist Campus Visit Session for Staff (Hybrid) Meeting with Interim President, Dr. Angela Garcia Falconetti Campus Tour with Scott Bennett, Senior Vice President of Administration & Finance and Andrea Jones, VP of Marketing and Communications Athletics Tour with Nick Morrow, VP of Intercollegiate Athletics and Scott Bennett Session with Cabinet Session with Dr. Karen Patterson, Scott Bennett and Karen Stone Lunch with Trustee Dr. Michael Mayo Session with Faculty (Hybrid) Session with Staff (Hybrid) Session with Lauren Baker, MOCA BOT Chair and Dwight Cooper, Foundation BOT Chair Reception: Foundation, MOCA, Alumni, Osprey Club, Dean's Leadership Councils, Board of Trustees Dinner with Presidential Search Chair, Jack Boyle

September 10, 2026

Coffee with Donors

Session with Senior/Associate Provosts and Assistant/Associate VPs

Session with Staff (Hybrid)

Session with Students

Session with Deans

Session with Associate Deans and Department Chairs

Session with Faculty (Hybrid)

Dinner with UNF Board of Trustees Chair, Steve Moore

September 16, 2026

UNF Board of Trustees Presidential Candidate Interview and Vote

September 23, 2026

UNF Board of Trustees approves employment agreement; subject to confirmation by Florida Board of Governors



SECTION 4

COMMUNICATIONS

MARCH 23, 2026

UNF PRESIDENTIAL SEARCH COMMITTEE MEMBERS NAMED

University of North Florida Board of Trustees Chair Steve Moore today announced members of the UNF President Search Committee.

“UNF has experienced extraordinary positive momentum in recent years, and few decisions are more consequential to the University than the selection of its next President to continue advancing its mission to educate students, conduct impactful research and support the needs of the Northeast Florida community,” Moore said.

The 11-member search committee, chaired by UNF Board of Trustees member Jack Boyle, serves a critical role. The committee will present the Board a strong slate of unranked, highly qualified candidates for consideration as the eighth President of UNF.

The Board of Trustees will then select the next UNF President, subject to approval by the Florida Board of Governors.

The Committee’s work will be guided by the Florida Board of Governors Regulation 1.002, Presidential Search and Selection, and Section 1004.098 of the Florida Statutes.

“Chair Moore has appointed an exceptional presidential search committee comprised of people who care deeply about the future of UNF,” said BOG chair Alan Levine. “We look forward to a productive search process, which yields the best leader to guide UNF forward.

Updates about the search, including committee meeting dates, will be posted on the UNF Presidential Search website.

The members of the UNF Presidential Search Committee are:

- Jack Boyle – Chair, Presidential Search Committee; Member, UNF Board of Trustees; Retired President of North America and Buying for Fanatics
- Dr. James Beasley – President, UNF Faculty Association
- Dr. Mike Binder – Assistant Vice President, UNF Faculty Relations; Former President, UNF Faculty Association
- Rob Bradley – Partner, Bradley & Komando, PA
- Dwight Cooper – Chair, UNF Foundation Board; Founder and Chairman, Hueman People Solutions
- Jay Demetree – Member, UNF Board of Trustees; President and CEO, Demetree Brothers, Inc.
- Amelia Dyal – President, UNF Student Government
- Aubrey Edge – Member, Florida Board of Governors; President and CEO, First Coast Energy, LLP
- John Gol – Member, UNF Board of Trustees; Member, UNF Finance Corporation; Chief Financial Officer, Georgia Emergency Department Services
- M. Scott Thomas – Partner, Burr & Forman
- Aundra Wallace – President, JAXUSA Partnerships

MARCH 24, 2026
FIRST PRESIDENTIAL SEARCH COMMITTEE MEETING

Date: March 31, 2026

Time: 12:30 PM to 2:00 PM

Location: University Center, Room 1027

MARCH 26, 2026
LISTENING SESSIONS ON 4/9/26 & 4/10/26
AND SECOND PRESIDENTIAL SEARCH COMMITTEE MEETING ON 4/21/26

Listening Sessions

Dates: April 9, 2026 and April 10, 2026

Time: TBD

- *Details are forthcoming.*

Second Presidential Search Committee Meeting

Date: April 21, 2026

Time: 9:00 AM to 11:00 AM

Location: University Center, Room 1027

- *Agenda is forthcoming.*

MARCH 27, 2026
BOARD OF TRUSTEES MEETING ON 4/22/26

Dates: April 22, 2026

Location: UNF Arena, Texana Bank Suite

- *Agenda is forthcoming.*

MARCH 31, 2026

CHARGE TO THE UNF PRESIDENTIAL SEARCH COMMITTEE

On behalf of the University of North Florida Board of Trustees, I thank the leaders who have agreed to serve on the UNF Presidential Search Committee. The Board greatly values the committee members' service in this critical role.

UNF has experienced extraordinary positive momentum in recent years, and few decisions are more consequential to the University than the selection of its next President to continue advancing the UNF mission to educate students, conduct impactful research, and support the needs of the Northeast Florida community.

The committee's work that will be chaired by Jack Boyle will be guided by the Florida Board of Governors Regulation 1.002, Presidential Search and Selection, and Section 1004.098 of the Florida Statutes. It is essential that the search be conducted with integrity and in full compliance with all applicable laws and regulations. Executive search firm Funk Associates will assist with the search process.

Ultimately, the committee is charged with presenting the Board of Trustees with a strong slate of un-ranked, highly qualified candidates, from which the Board will select the next UNF President, subject to confirmation by the Florida Board of Governors.

Steve Moore

Chair of the UNF Board of Trustees

APRIL 3, 2026

UNF WILL HOST PUBLIC LISTENING SESSION FOR PRESIDENTIAL SEARCH

The University of North Florida Presidential Search Committee invites members of the Northeast Florida community to participate in an upcoming listening session as part of the search for the eighth president.

The listening session is an opportunity for all stakeholders to share their perspectives on the qualities and characteristics they think are important for the next president. Input gathered during the session will help the committee as it develops the presidential position profile and determines which criteria will be used to evaluate candidates.

In addition to listening sessions scheduled for students, faculty and staff, the University is inviting the community to join the following hybrid listening session:

Friday, April 10

2 to 2:30 p.m.

Osprey Commons, Talon Room, Fourth Floor

Those unable to attend can provide input through krisha.creal@funkassociates.com. Search firm Funk Associates is assisting the committee with the listening sessions.

Once it evaluates applicants, the 11-member Presidential Search Committee will present the Board a strong slate of unranked, highly qualified candidates for President of UNF, guided by the Florida Board of Governors Regulation 1.002, Presidential Search and Selection, and Section 1004.098 of the Florida Statutes.

The Board of Trustees will then select the next UNF President, subject to approval by the Florida Board of Governors.

Updates about the search are posted on the UNF Presidential Search website.

About the University of North Florida

The University of North Florida is a nationally ranked university located on a beautiful 1,381-acre campus in Jacksonville surrounded by nature. Serving more than 17,600 students, UNF features six colleges of distinction with innovative programs in high-demand fields. UNF students receive individualized attention from faculty and gain valuable real-world experience engaging with community partners. A top public university, UNF prepares students to make a difference in Florida and around the globe. *Learn more at www.unf.edu.*

AUGUST 25, 2026

UNF PRESIDENTIAL SEARCH COMMITTEE ADVANCES FINALIST TO BOARD OF TRUSTEES

Following a comprehensive search over the last five months, the University of North Florida Presidential Search Committee forwards to the UNF Board of Trustees Dr. Michael P. Shannon, current president of the University of North Georgia, for consideration as UNF's eighth president.

The 11-member Search Committee includes members of the campus, community, Board of Trustees and Board of Governors and was chaired by UNF Board of Trustees member Jack Boyle. The search generated significant interest, resulting in 152 applicants, a clear reflection of UNF's momentum and growing national reputation.

The Search Committee reviewed candidates in accordance with Florida Board of Governors Regulation 1.002, Presidential Search and Selection, and Section 1004.098 of the Florida Statutes.

Dr. Shannon has served as president of the University of North Georgia, a public institution with more than 20,000 students, since 2023. As a first-generation college graduate, Dr. Shannon earned bachelor's and master's degrees from Embry-Riddle Aeronautical University and a master's degree and Ph.D. from Georgia Institute of Technology. He served 20 years in the U.S. Army, retiring as a lieutenant colonel after assignments in the Infantry, Signal Corps, counterproliferation, the Defense Threat Reduction Agency and West Point. Following his military career, Dr. Shannon worked in small business and at Georgia Tech as a faculty member, researcher and executive. He and his wife, Jessica, have four children.

"Dr. Shannon is a strong leader with an impressive background in higher education and military service," Boyle said. "He is passionate about student success, community engagement and the future of UNF."

Since becoming UNG president in 2023, Dr. Shannon has led a period of significant growth and institutional transformation. UNG surpassed 20,000 students for the first time in its history, strengthened student retention, expanded academic and workforce programs across its five campuses, and advanced major investments in STEM, health sciences, leadership development and military education. His leadership has emphasized student success, institutional relevance and strong partnerships with government, industry and the communities UNG serves.

"UNF, Jacksonville and Northeast Florida are filled with extraordinary opportunity, and I am honored to be advanced for consideration as UNF's next president. Jessica and I are excited for the opportunity to spend time with the UNF community, to listen and learn, and to better understand its aspirations for the future," he said. "There is tremendous momentum here, and I am inspired by what UNF can become and the impact it can continue to make for its students and this region. I am grateful to Chairman Boyle and the Search Committee for their confidence, and I look forward to the conversations ahead."

Dr. Shannon will participate in on-campus forums with faculty, staff, students and other stakeholders on September 9 and 10th. The following week, Dr. Shannon will be interviewed by the Board of Trustees, who will then vote on his candidacy. The Board of Governors must confirm a presidential selection.

Details about public forums and other updates will be posted on the *UNF Presidential Search Committee website*.

SEPTEMBER 16, 2026

**UNF BOARD OF TRUSTEES SELECTS
DR. MICHAEL P. SHANNON AS PRESIDENT-ELECT**

The University of North Florida Board of Trustees has selected Dr. Michael P. Shannon as the University's eighth president, subject to confirmation by the Florida Board of Governors.

Shannon has served as president of the University of North Georgia, a public institution with more than 20,000 students, since 2023. A first-generation college graduate, Shannon earned a bachelor's degree in aerospace engineering and a master's degree in aeronautical science from Embry-Riddle Aeronautical University. He also earned a master's degree in health physics and a Ph.D. in nuclear and radiological engineering from the Georgia Institute of Technology.

"Mike Shannon is the leader who can build on UNF's strong momentum and continue to elevate the University's incredible impact across our region and beyond," said Steve Moore, Board of Trustees chair. "He brings a deep commitment to student success, a collaborative leadership style and a proven ability to drive institutional growth."

Shannon served 20 years in the U.S. Army, retiring as a lieutenant colonel after assignments in the Infantry, Signal Corps, counterproliferation, the Defense Threat Reduction Agency and West Point. Following his military career, Shannon worked in small business and at Georgia Tech as a faculty member, researcher and executive. He and his wife, Jessica, have four children.

"I am humbled and honored to be selected as president-elect by the UNF Board of Trustees, and I look forward to the continued process before the Florida Board of Governors," said Shannon. "UNF is on the verge of becoming one of the great American university success stories of this era. This university has already changed countless lives and strengthened the Northeast Florida region, and I believe its greatest impact is still ahead. Jessica and I are excited to become part of UNF and the Jacksonville community, including its exceptional students, alumni, industry partners and supporters.

At UNG, Shannon has led a period of significant growth and institutional transformation. During his tenure, the university reached historic enrollment, strengthened student retention, expanded academic and workforce programs across its five campuses and advanced major investments in STEM, health sciences, leadership development and military education. Shannon's leadership emphasized student success, institutional relevance and strong partnerships with government, industry and the communities UNG serves.

Following applicable state laws and BOG regulations, the 11-member UNF Presidential Search Committee conducted a five-month national search that attracted 152 applicants and included listening sessions to gather input from key stakeholders and shape the leadership profile for the University's next president. In August, the committee that was appointed by Moore and chaired by Trustee Jack Boyle forwarded Shannon to the Board of Trustees for consideration as UNF's next president. Moore and the other trustees thanked the search committee for its thoughtful and comprehensive search.

Shannon visited UNF's campus Sept. 9 and 10, participating in forums and gatherings with students, faculty, staff, alumni, donors, business leaders and other community stakeholders. Feedback from those

meetings was provided to the BOT. During Wednesday's meeting, trustees interviewed Shannon before deliberating. His contract will be considered during a BOT meeting on Sept. 23.

For the second consecutive year, UNF reached historic enrollment this fall with about 18,900 students. Also, the University welcomed its largest freshmen class of 3,762 students across full-time and part-time programs and its largest graduate student enrollment with 2,831 students.

In TIME's inaugural America's Best Colleges 2026-27, UNF ranked No. 58 among the nation's top public colleges and universities. The ranking acknowledges UNF for delivering exceptional value, student success and a high return on investment.

For more information, visit the UNF Presidential Search Committee website.



SECTION 5

POSITION ADVERTISEMENT



PRESIDENT

The University of North Florida (UNF), a nationally ranked public research university in the State University System of Florida with a strong commitment to regional economic development and student career readiness, invites nominations and applications for the position of President.

Since welcoming its first class in 1972, UNF has rapidly evolved into a 17,600-student research university. Situated on a designated nature preserve in Jacksonville, the University sits between a dynamic downtown and the Atlantic coast beaches. The University is both a Carnegie R2 university and an Elective Community Engagement institution.

UNF's impact continues to expand, with the University in the midst of an ambitious strategic plan to grow the student body to 25,000 and gain recognition as a Top 100 public university.

Reporting to the UNF Board of Trustees and working closely with the Florida Board of Governors, the President serves as the chief executive officer of the University, responsible for setting a bold vision, stewarding its resources, building strong community and legislative relationships, and furthering UNF's trajectory as a national university. The ideal candidate will be an inspiring and collaborative leader with a demonstrated ability to navigate the complexities of higher education with strategic insight, political savvy, and a strong commitment to public service, research, and academic excellence. (More information about the search can be found at searchwebsite.com.)

Applications, nominations, and inquiries should be directed to the search firm contact listed below. Review of candidates will begin immediately and will continue until the position is filled. While applications and nominations will be accepted until a new President is selected, interested parties are encouraged to submit their materials to our consultant at the address below by July 1 for full consideration. Application materials must include a current CV and letter of interest.

UNF President Search Funk Associates
2911 Turtle Creek Boulevard, Suite 300
Dallas, Texas 75219
Email: Krisha.Creal@funkassociates.com

*The University of North Florida is an Equal Opportunity employer.
All applications and nominations will be handled with the strictest confidentiality until the finalist phase.
More information about the search can be found at searchwebsite.com.*



SECTION 6

PRESIDENTIAL POSITION PROFILE



ABOUT THE UNIVERSITY OF NORTH FLORIDA

A top-ranked, comprehensive public institution located in Jacksonville, Florida, the University of North Florida opened its doors in 1972. Today, UNF is home to 17,653 students across six colleges of distinction, offering innovative programs in high-demand fields. Grounded in a student-centered culture, UNF advances student success through academic excellence, research and innovation, and strong community collaboration.

As the region's top provider of talent, UNF plays a vital role in Jacksonville and across the state by aligning the University's strategic priorities with regional and statewide workforce needs. Among Florida's public universities, UNF ranks at the top with the highest percentage of bachelor's graduates employed in the state. From collaborating with Fortune 500 companies to helping local nonprofits solve complex challenges, UNF students gain meaningful, real-world experience that prepares them to lead, innovate and soar. This was reinforced in fall 2025 through a university-wide guarantee that all incoming undergraduate students will complete at least one experiential learning opportunity before they graduate.



UNF'S STRATEGIC DIRECTION

UNF's Strategic Plan unites the University community with a focused mission, vision and goals. Two institutional goals are embraced across UNF:

- To become a Top 100 Public University as ranked in U.S. News & World Report by 2028
- To strategically grow enrollment to 25,000 students by 2028

UNF's mission, vision, values and priorities embrace the University's innovative spirit and its commitment to its students and the region.

MISSION

At the University of North Florida, we ignite a passion for learning and discovery through transformational education in a supportive environment that leads students to rewarding careers and lifelong success. Our beautiful campus is a hub for talent development, relevant research and community engagement, where we enrich lives and fuel the economic and overall prosperity of Northeast Florida and beyond.

VISION

The University of North Florida will be the destination of choice for talent and for public and private investment.

VALUES

Accountability • Integrity • Excellence • Civility • Culture of Care

STRATEGIC PRIORITIES

Ensure Student Success from Enrollment to Employment and Beyond

UNF is elevating academic excellence through experiential learning and, starting with the fall 2025 class, has guaranteed every undergraduate student at least one real-world learning opportunity, such as an internship, research opportunity or study abroad. This provides valuable connections that often lead to higher-paying jobs and ensures students are prepared to succeed in their careers from day one. It is one of the reasons UNF ranks No.1 in the State University System for bachelor's graduates employed in Florida.

Inspire Relevant Research and Impactful Innovation

Currently holding R2 status, UNF is seeking to expand impactful and relevant research, scholarship and creative activity (RSCA) to position the University for R1 (very high research activity) Carnegie status. UNF pulls together faculty, staff, funding agencies, corporate partners and other stakeholders to advance new research and innovation opportunities.

Expand Mutually Beneficial Partnerships with the Community

Having recently received its third Carnegie Elective Community Engagement Classification, UNF is deeply connected with the Northeast Florida community. Businesses are on campus almost every week recruiting students and providing incredible hands-on experiences for them. In addition, UNF works closely with local and state government agencies on projects beneficial to students and the region.

Accelerate the Success of Faculty and Staff

UNF recognizes the importance of recruiting and retaining top talent and maintaining a strong campus culture. The University has put numerous programs in place to recognize success, unify the campus and celebrate together.

AREAS OF FOCUS

- **Advanced Manufacturing**
- **Coastal Resilience**
- **Data Science, Cybersecurity and Information Technologies**
- **Healthcare and Health Sciences**
- **Transportation and Logistics**



ACADEMICS

UNF currently offers 72 bachelor's degrees with 83 areas of concentration, 44 master's degrees with 97 areas of concentration, a specialist degree, and eight doctoral degrees with seven areas of concentration.

There are Six Colleges at UNF:

- Brooks College of Health
- College of Computing, Engineering and Construction
- Coggin College of Business
- Silverfield College of Education and Human Services
- College of Arts and Sciences
- Hicks Honors College

POINTS OF PRIDE

- U.S. News & World Report has ranked Florida the top state for higher education since its inception in 2017; the University of North Florida is one of 12 institutions in the Florida State University System
- For the eighth year in a row, UNF is first in the SUS for bachelor's graduates employed in Florida and employed full-time in Florida (source: Florida Education & Training Placement Information Program (FETPIP))
- Duval County Public Schools, Mayo Clinic, Baptist Health, Florida Blue, and Bank of America are the top employers of UNF graduates (source: Steppingblocks 4/12/2026)
- From the Fall 2020 Full-time First-Time in College (FT FTIC) cohort to the Fall 2024 FT FTIC Cohort, first year retention has increased from 79% to 87%
- Since 2020, UNF has improved its U.S. News Top Public National University Ranking from 140 to 122
- For the last seven years, UNF has received between \$12M and \$17M+ in Performance-Based Funding which is based on 11 student success metrics, as set by the Florida Board of Governors
- For 2026-27, UNF is expecting to receive its highest total points score for Performance Based Funding with improvement in 9 of the 11 metrics
- For the last four years, over 50% of bachelor's graduates completed one or more internships prior to graduation
- Median wages of our bachelor's graduates in their first year after graduation have increased nearly \$9,000 from \$42,900 with the 2019-20 academic year to \$51,600 with the 2023-24 academic year
- In Fall 2025, UNF achieved a record high total enrollment of 17,653 students



WHO WE ARE

Students

Of UNF's currently enrolled 17,653 students, 14,982 are undergraduates and 2,671 are graduate students. About 37% of UNF students come from the Jacksonville area, and 53% are from other parts of Florida. More than 3,500 students live on campus, and with new housing coming online, that number continues to grow.



Faculty and Staff

The University currently employs 645 full-time faculty members, of which 484 have a Ph.D. or terminal degree. The Faculty Association is the core of UNF's shared governance structure as set forth in the [UNF Constitution](#).

There are 1,300 staff members at UNF. The Osprey Staff Association supports all staff and is dedicated to advocacy, recognition and community building.



UNF Alumni

UNF proudly counts more than 117,000 alumni, with about 80% residing in Florida and the majority in Northeast Florida. Alumni engagement is strong and growing.

CAMPUS LIFE

UNF's 1,380-acre core campus is just a few miles from the Atlantic coast and includes freshwater lakes, miles of hiking trails and a nature preserve. The osprey, native to Florida, is the University's mascot and often spotted on campus. Ozzie the Osprey is a regular guest at athletic and community events.

UNF also owns 1,050 acres of pristine salt marsh wetlands located along the Intracoastal Waterway. The wetlands expand hands-on learning and research opportunities for students, particularly those in the coastal sciences.

The campus features a 150,000-square-foot Student Union, a brand new esports arena, lots of recreational spaces, including pools and a lazy river, and a state-of-the-art Wellness Center with a 34-foot climbing wall and indoor track.

Students get involved on campus through student government, more than 200 clubs and organizations, 28 fraternities and sororities, intramurals and club sports, as well as student events like the annual OzFest and Wednesday Market Days in Osprey Plaza.

ATHLETICS

The University has participated in the NCAA Division I since 2009-10, and its athletic teams are known as the North Florida Ospreys. More than 320 student-athletes compete at UNF.

Nineteen men's and women's intercollegiate sports compete in the ASUN Conference including baseball, softball, basketball, soccer, cross country, golf, swimming, tennis, beach and indoor volleyball, and indoor and outdoor track.

Competitive excellence since 2009-10 includes 62 ASUN Conference Team Championships, 143 ASUN Conference Individual Championships and 88 NCAA Championship appearances. The Ospreys have also won the River City Rumble against hometown rival Jacksonville University 12 of the past 14 years.

Academic excellence is also a top priority at UNF; and for 29 straight semesters, Athletics has recorded a department-wide GPA of a 3.0 or higher. The department-wide GPA rose above 3.49 in Spring 2025 and 3.48 in Fall 2025. During the fall 2025 semester, every team recorded an average GPA over 3.0, 188 student-athletes were on the Dean's List and 51 had a 4.0 GPA.



FINANCES AND FUNDRAISING

Budget

The University's total operating budget for Fiscal Year 2025-26 is \$435 million, of which \$280 million is the Education & General (E&G) budget, \$102 million is auxiliary funds and student fees, \$13 million is contract and grants, and \$40 million is financial aid. Of the projected E&G operating budget, approximately \$183 million comes from state general revenue and lottery appropriations. Tuition accounts for \$77 million or 18% of the overall operating budget.

The Florida Board of Governors governs the operation and management of the State University System's 12 public institutions and utilizes a Performance-Based Funding Model, which impacts the amount of funding that institutions receive from the state.

UNF Foundation

The UNF Foundation is a nonprofit, tax-exempt entity that provides financial support and counsel to the University and enables it to achieve critical elements of its mission. During Fiscal Year 2025, nearly \$35 million was raised in private support and the endowment portfolio reached a historic high of \$165 million.

Presidential leadership will be critical in fundraising as the University works toward the implementation of a future multi-year capital campaign. The last campaign concluded in 2015 and raised more than \$120 million.



ABOUT JACKSONVILLE, FLORIDA

Named the second hottest job market in the nation by the Wall Street Journal, Jacksonville provides extraordinary learning and career opportunities for UNF's students. With nearly 100 industry headquarters in the region including Fortune 500 companies, Jacksonville is a leading city for financial services, advanced manufacturing, life sciences, technology services, transportation and logistics, and corporate operations, and UNF's Strategic Plan is aligned to support these workforce priorities. Jacksonville ranks in the Top 10 fastest-growing cities in the U.S. and is expected to grow 11 percent by 2030.

Complementing its strong economy, the city features 22 miles of beaches, the nation's largest urban park system, professional sports anchored by the NFL's Jacksonville Jaguars, and a vibrant mix of museums and historical sites. UNF's own Museum of Contemporary Art Jacksonville, part of Arts UNF, is located in the heart of downtown, providing opportunities to engage the community as well as extraordinary experiential learning opportunities for students. Recognizing this balance of opportunity and livability, [ExploreCity](#) ranks Jacksonville No. 1 in the nation for quality of life.



GOVERNANCE AND THE ROLE OF THE PRESIDENT

Florida Board of Governors

The Board of Governors of the State University System of Florida is comprised of seventeen members, fourteen of whom are appointed by the Florida Governor and confirmed by the Florida Senate for a term of seven years. The remaining members include the chair of the Advisory Council of Faculty Senates, the Commissioner of Education, and the chair of the Florida Student Association. The Board oversees the operation and management of the Florida public university system's twelve institutions, including the University of North Florida.

UNF Board of Trustees

The Board of Trustees is responsible for cost-effective policy, implementing and maintaining high-quality education programs consistent with the University's mission, performance evaluation, and developing processes, meeting state policy, budgeting and education standards.

Six board members are appointed by the Governor and five are appointed by the Board of Governors of the State University System. These appointees must be confirmed by the Florida Senate. The remaining two board members are the president of the Faculty Association and the president of Student Government. Powers and duties of the Board of Trustees are outlined in Florida Board of Governors Regulations.

President

The president of the University of North Florida serves as the chief executive officer of the University and reports to the UNF Board of Trustees, which is governed by the Florida Board of Governors.



POSITION SUMMARY

The University's eighth president will be a visionary leader who works with a coalition of campus, community and state stakeholders to sustain and accelerate the University's positive momentum. The next president will demonstrate a deep commitment to student success, academic excellence, research and innovation while championing UNF's mission as a supportive, student-centered university with expanding regional and national impact.

In spring 2026, the UNF Presidential Search Committee engaged faculty, staff, students, alumni, supporters, business partners, and local and state leaders to inform the priorities and qualities most important for the University's next president.

REQUIRED QUALIFICATIONS

The University of North Florida seeks a president who brings the full range of qualities necessary to lead a complex, forward-facing public institution. Candidates must demonstrate the following foundational qualifications:

Deep understanding of the higher education landscape

A sophisticated grasp of the forces shaping higher education — including evolving state and federal policy, technological disruption, questions of affordability, and institutional value. The next president must understand both the challenges and the opportunities facing public universities today, and be prepared to lead UNF with clarity and confidence in this environment. The University president should possess the academic credentials needed to secure the respect of faculty, staff, stakeholders, and the community UNF serves.

Senior leadership experience in significant organizations

Executive-level experience leading organizations of meaningful scale and complexity, with accountability for institutional strategy, people, finances, and outcomes. Candidates should bring a record of building effective leadership teams, managing across multiple stakeholders, and delivering results. Experience in higher education, the public sector, or other mission-driven environments is valued, though exceptional candidates from adjacent fields will be considered.

The highest integrity and personal character

Unimpeachable personal and professional integrity is non-negotiable. UNF's next president must be a leader whose word is trusted, whose actions are transparent, and whose conduct reflects the values of the institution at all times. This includes the emotional intelligence to build genuine relationships, the humility to listen and learn, the courage to make difficult decisions, and the resilience to lead through adversity with grace.

Authentic commitment to UNF's mission

A genuine and abiding belief in the mission of the University of North Florida — to provide an exceptional education that transforms students and strengthens the communities they serve. The next president must be a passionate advocate for public higher education, for the unique identity UNF has built, and for the students, faculty, and staff who bring that mission to life every day.

LEADERSHIP PRIORITIES

Beyond foundational qualifications, stakeholders identified eight areas where strong, experienced leadership will be essential to UNF's continued success.

Strategic Vision & Institutional Direction

The next president must demonstrate a clear command of UNF's strategic direction and the credibility to sustain momentum already built. Constituents seek a leader who will honor the university's established priorities while inspiring confidence in what comes next.

- Deep familiarity with UNF's current strategic plan and a demonstrated ability to execute within it
- Capacity to articulate a compelling, unifying vision that builds on institutional strengths
- Track record of leading complex organizations through sustained, purposeful change

Community Engagement & Jacksonville Partnership

UNF's identity is inseparable from the city of Jacksonville. The next president must be a visible, energetic civic presence who deepens the university's roots in the region and expands mutually beneficial partnerships with business, civic, and nonprofit communities.

- Demonstrated success building and sustaining university-community partnerships
- Genuine enthusiasm for Jacksonville — its culture, economy, and civic life
- Ability to position UNF as an indispensable partner in the region's growth and quality of life

Government Relations & State Advocacy

Navigating Florida's higher education policy landscape requires a president who is politically astute, relationship-oriented, and effective at the Florida Legislature in Tallahassee. The ability to advocate for UNF's interests — and to protect the institution's priorities in a complex policy environment — is essential.

- Proven experience working with state legislatures, boards, and government stakeholders
- Skill in building coalitions and navigating political dynamics without compromising institutional integrity
- Understanding of Florida's public university system and its funding mechanisms

Research Mission & Academic Excellence

UNF is committed to growing its research profile while maintaining the quality and rigor of its academic programs. The next president must champion faculty scholarship, invest in research infrastructure, and drive continuous improvement in program quality across all disciplines.

- Demonstrated commitment to building a research culture, including securing external funding, with an understanding of how to support that endeavor
- Record of elevating academic program quality and national recognition
- Respect for and collaboration with faculty in advancing the academic mission

Student Success & the Student Experience

At its core, UNF exists to serve its students. The next president must be visibly committed to student success — from enrollment through graduation and career outcomes — and must create conditions for a vibrant, supportive campus experience.

- Demonstrated focus on retention, graduation rates, and post-graduation outcomes
- Accessibility to students and a genuine investment in their wellbeing and development

Campus Infrastructure & Master Plan Execution

UNF's campus is a distinctive asset, and the university has an active master plan to enhance it. The next president must be a capable steward of the physical campus — able to manage complex capital projects, ensure fiscal discipline, and deliver facilities that support academic and student life goals.

- Experience overseeing large-scale capital projects and institutional infrastructure
- Commitment to sustainability and long-term physical planning
- Fiscal acumen to balance competing priorities within available resources

Philanthropy & Development

With a major philanthropic campaign on the horizon, development leadership is a critical priority. The next president must be a compelling fundraiser who can build lasting relationships with donors, inspire giving at all levels, and work closely with the UNF Foundation to achieve transformational campaign goals.

- Proven success in major gift fundraising and comprehensive campaign leadership
- Ability to cultivate authentic, enduring relationships with donors and alumni
- Experience working effectively with a university foundation board

Athletics & the Osprey Brand

Athletics is an important dimension of institutional identity and campus life at UNF. The next president must be an engaged champion of Osprey Athletics — committed to competitive success, student-athlete wellbeing, and the role athletics plays in building school pride and community connection.

- Appreciation for the role of athletics in the broader university experience
- Commitment to the academic and personal success of student-athletes

Application Process

The Board of Trustees invites letters of nomination, applications (letter of interest and complete CV), or expressions of interest to be submitted to Funk Associates, the search firm assisting the University of North Florida.

For more information about the position and search, please visit:

<https://www.unf.edu/trustees/president-search/>

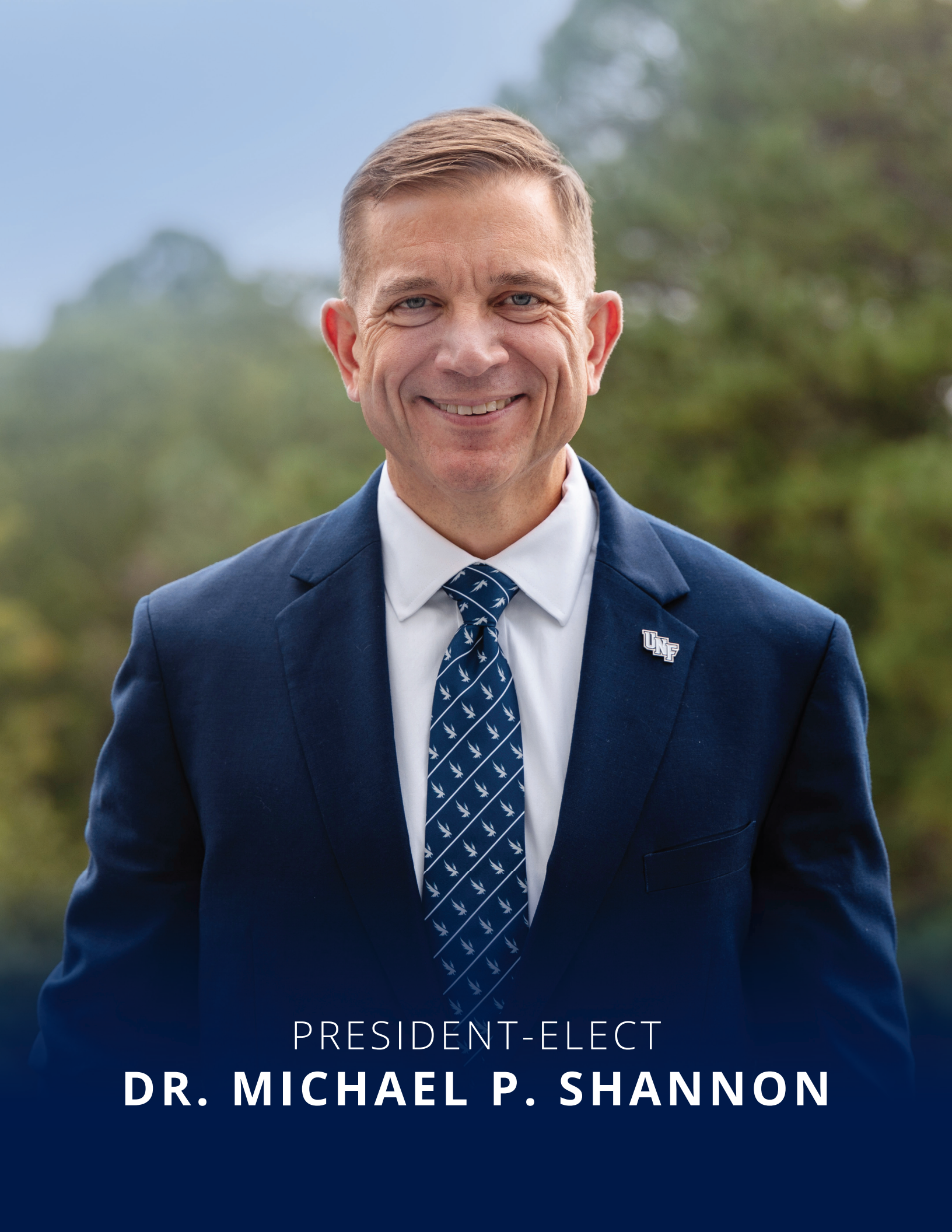
NOMINATIONS AND INQUIRIES CAN BE DIRECTED TO:

krisha.creal@funkassociates.com



SECTION 7

BIOGRAPHY AND CURRICULUM VITAE



PRESIDENT-ELECT
DR. MICHAEL P. SHANNON

Michael P. Shannon

University of North Georgia – The Military College of Georgia
134 Laurel Lane, Dahlonega, GA 30533 • michaelpshannon1999@gmail.com

BIOGRAPHY

Dr. Shannon has served as president of the University of North Georgia (UNG), a public institution with more than 20,000 students, since 2023.

A first-generation college graduate, Dr. Shannon earned a bachelor's degree in aerospace engineering and a master's degree in aeronautical science from Embry-Riddle Aeronautical University. He also earned a master's degree in health physics and a Ph.D. in nuclear and radiological engineering from the Georgia Institute of Technology.

In addition, Dr. Shannon served 20 years in the U.S. Army, retiring as a lieutenant colonel after assignments in the Infantry, Signal Corps, counterproliferation, the Defense Threat Reduction Agency and West Point. Following his military career, Shannon worked in small business and at Georgia Tech as a faculty member, researcher and executive.

At UNG, Dr. Shannon has led a period of significant growth and institutional transformation. During his tenure, the university reached historic enrollment, strengthened student retention, expanded academic and workforce programs across its five campuses and advanced major investments in STEM, health sciences, leadership development and military education.

Dr. Shannon's leadership emphasized student success, institutional relevance and strong partnerships with government, industry and the communities UNG serves.

He and his wife, Jessica, have four children.

PROFESSIONAL HIGHLIGHTS

Serves as the President and chief executive of the University of North Georgia, the 6th largest of the 25 institutions within the University System of Georgia (USG), serving over 20,300 students across five campuses (spanning 125 miles) with degrees ranging from associates to bachelors to doctorates, through dual enrollment, residential, commuter, and online learning programs.

<https://ung.edu/president/biography.php>

Reporting to the Chancellor of the University System of Georgia (USG), responsible for the leadership, operations, mission attainment, and success of the university and the execution of all policy of the USG Board of Regents.

Responsible for executing a budget of over \$338M employing nearly 3,000 employees (including 1,700 full-time faculty & staff), across five campuses consisting of over 3.66M GSF within 139 buildings on over 1,163 acres.

Current & active U.S. Government Top Secret security clearance with access to Sensitive Compartmented Information (SCI) under a Tier 5R investigation, TS//SCI, with Continued Enrollment in CV and updated 2025-03-06.

Serves as the President of one of the six congressionally designated (United States Code, Title X) senior military colleges in the United States (the only all Army ROTC Corps of Cadets – America's Corps) and The Military College of Georgia.

Responsible for the University of North Georgia (UNG) Foundation with assets totaling over \$140M, the UNG Real Estate Foundation with assets totaling over \$200M, and the UNG Research Foundation.

Responsible for delivering UNG athletics, one of the most successful and value-added programs in NCAA Division II.

Serves on the Georgia Tech Europe Advisory Board.

Serves on the Metro Atlanta Chamber of Commerce Board of Trustees, advising the development of strategy and innovation to drive the economy of the metropolitan Atlanta region and the state of Georgia.

Serves on the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Board of Trustees.

Served at the Georgia Institute of Technology (GT), a nationally recognized R1 research university and member of the Association of American Universities (AAU), as the Interim Executive Vice President for Administration & Finance (A&F) and Interim Chief Business Officer, the 3rd ranking position in the administrative leadership team behind the president and the provost. Reporting to the President, led the operations, financial, and business of GT across the entire enterprise including academic affairs, research, athletics, and all supporting functions. Provided direct coordination with the USG Chief Operating Officer, Chief Fiscal Officer, and members of the USO staff.

Served on multiple boards including the GT Foundation, the GT Athletic Association, Alexander Tharpe Fund, GT Global, Georgia Advanced Technology Ventures, Inc., and the Midtown Alliance.

Served as a member of the Georgia Tech faculty holding an appointment in the George Woodruff School of Mechanical Engineering.

Served as an executive sponsor on the development of Georgia Tech's Quality Enhancement Plan (QEP) for SACSOC accreditation.

Served as an executive leader responsible for the implementation of the Georgia Tech Strategic Plan. Co-lead, with the provost and chief of staff, GT's highest priority initiatives – Growth Management and Administrative Reform and Shared Responsibility.

Supported the GT president, in collaboration with the provost and chief development officer, in delivering Transforming Tomorrow: The Campaign for Georgia Tech, a \$2B+ campaign.

Served on a Centers for Disease Control and Prevention (CDC) Emergency Response Task Force as a subject matter expert enhancing the CDC's technical ability to respond to public health emergencies.

Led the development and delivery of administrative shared services at Georgia Tech through extensive collaboration with USG. Delivered a new unit, the Administrative Services Center, the point of execution of the model.

Served as principal investigator and lead faculty member for \$30M+ in research grants and contracts in four years (2016-2020).

Served as Vice President and Deputy Chief Business Officer of Georgia Tech. Served as chief advisor, counselor and second-in-command to the Executive Vice President for Administration & Finance and the A&F leadership team.

Led the establishment of the Georgia Tech CLIA laboratory. Notably led and established the Georgia Tech Covid-19 testing effort (provided testing for Georgia Tech and the 156th and 157th Georgia General Assembly, in collaboration with Northeast Georgia Health System, NGHS).

Led the research team and served as the lead principal investigator on "GT Saliva Collection Kit for the SARS-CoV-2 Virus" an FDA Emergency Use Authorization approved Covid-19 test.

Co-led team which developed Covid-19 testing capabilities for the State of Georgia. Worked under the direction of Governor Kemp's office in support of the Department of Public Health.

Created and led a division (growing to a team of 30+ faculty members) within Georgia Tech Research Institute (GTRI), a Department of Defense University Affiliated Research Center (UARC). New division focused on developing military technologies for special operations.

Served as the vice president of a small technology company. Served as a member of the executive leadership team. Led all sales, marketing, science & technology, and strategic development activities.

Served as a program manager and delivered rapid, high-risk/high-payoff capabilities for the special operations mission in the Global War on Terrorism. Managed \$60M+ annual budget and 800+ contractors and military personnel.

Served as a supporting advisor to the U.S. Naval Academy in the ABET (Accreditation Board for Engineering and Technology) accreditation process of its nuclear engineering program.

Served as the Director of the Defense Threat Reduction Agency (DTRA) Nuclear Science and Engineering Research Center at West Point.

Served as a Research Scientist and Deputy Director of the Defense Threat Reduction Agency (DTRA) Nuclear Science and Engineering Research Center at West Point.

Served as Assistant Professor of Physics and Nuclear Engineering at the United States Military Academy. Developed and taught multiple courses and curriculum. Directed and led several efforts for ABET accreditation of the nuclear engineering program.

Served as a career U.S. Army officer with numerous operational assignments as an Infantry, Signal Corps, and Nuclear & Counterproliferation Officer.

PROFESSIONAL POSITIONS & APPOINTMENTS HELD
(CHRONOLOGICAL)

President

University of North Georgia – The Military College of Georgia, 2023 – Present

**Interim Executive Vice President Administration & Finance Interim
Chief Business Officer**

Georgia Institute of Technology, 2022 – 2023

Vice President and Deputy Chief Business Officer

Georgia Institute of Technology, 2021 – 2022

Adjunct Assistant Professor

George W. Woodruff School of Mechanical Engineering

Georgia Institute of Technology, 2021 – Present

Chief, Advanced Warfighting Technologies Division

Advanced Concepts Laboratory, Georgia Tech Research Institute

Georgia Institute of Technology, 2020 – 2021

Chief, Counterproliferation Technologies Program Office

Advanced Concepts Laboratory, Georgia Tech Research Institute

Georgia Institute of Technology, 2017 – 2020

Principal Research Engineer

Advanced Concepts Laboratory, Georgia Tech Research Institute

Georgia Institute of Technology, 2016 – 2021

Adjunct Principal Research Engineer

George W. Woodruff School of Mechanical Engineering

Georgia Institute of Technology, 2017 – 2021

Visiting Assistant Professor

George W. Woodruff School of Mechanical Engineering

Georgia Institute of Technology, 2015 – 2016

Vice President, Strategic Development

Hopewell Designs Inc., 2015 – 2016

Program Manager – Special Mission Unit Program

Nuclear Technologies Department, Research & Development Directorate

Defense Threat Reduction Agency, 2014 – 2015

Director, Nuclear Science and Engineering Research Center

Defense Threat Reduction Agency, U.S. Military Academy, 2012 – 2013

Program Manager

Nuclear Technologies Department, Research & Development Directorate
Defense Threat Reduction Agency, 2009 – 2015

Assistant Professor

Department of Physics & Nuclear Engineering
U.S. Military Academy, 2009 – 2015

Research Scientist, Nuclear Science and Engineering Research Center

Defense Threat Reduction Agency
U.S. Military Academy, 2009 – 2012

Affiliate Scientist

Idaho National Laboratory, 2006 – 2009

Sam Nunn-MacArthur Security Fellow

Sam Nunn School of International Affairs
Georgia Institute of Technology, 2006 – 2007

Assistant Professor

Department of Physics, U.S. Military Academy, 2005 – 2006

Affiliate Scientist

Los Alamos National Laboratory, 2004 – 2006

Instructor

Department of Physics, U.S. Military Academy, 2003 – 2005

Commander, C Company, 122nd Signal Battalion

2nd Infantry Division, Republic of Korea, 2000 – 2001

Division Communications Plans Officer

Headquarters, 2nd Infantry Division, Republic of Korea, 2000

Executive Officer, B Company, 50th Signal Battalion (Airborne)

18th Airborne Corps, 1998 – 1999

Executive Officer, Headquarters & Headquarters Company

1st Battalion, 504th Parachute Infantry Regiment
82nd Airborne Division, 1997 – 1998

Mortar Platoon Leader

1st Battalion, 504th Parachute Infantry Regiment
82nd Airborne Division, 1996 – 1997

SELECTED HIGHLIGHTS OF SPECIFIC EXPERIENCE & DUTIES

President

University of North Georgia – The Military College of Georgia, 2023 – Present.

- Serves as the President and chief executive of the University of North Georgia, the 6th largest of the 25 institutions within the University System of Georgia (USG), serving over 20,300 students across five campuses (spanning 125 miles).
- Responsible for executing a budget of over \$338M employing nearly 3,000 employees including 1,700 full-time faculty & staff, across five campuses consisting of over 3.66M GSF within 139 buildings on over 1,163 acres.
- Serves as the President of one of the six congressionally designated (United States Code, Title X) senior military colleges in the United States (the only all Army ROTC Corps of Cadets – America's Corps) and The Military College of Georgia.
- Responsible for the University of North Georgia (UNG) Foundation with assets totaling over \$140M, the UNG Real Estate Foundation with assets totaling over \$200M, and the UNG Research Foundation.
- Responsible for delivering UNG athletics, one of the most successful and value-added programs in NCAA Division II.

• Summary of UNG High-level Accomplishments (2023 – Present).

- **Enrollment:** UNG reached largest enrollment in its 152-year history: 20,317 students – a 5.3% year over year increase (2024-2025) and a 12.6% 3-year increase (2023-2025).

Fall 2025 driven by:

- 4,093 new undergraduate freshmen.
- Dual enrollment up 11% (second largest provider of dual enrollment in the USG).
- Graduate programs up 2.9%.
- Corps of Cadets up 8.3%.
- **Degrees Awarded:** nearly 9,300 degrees (2023-2025).
- **Retention:** improved due to new strategy, structural changes, focus, and accountability (2023 – Present).
 - Returning students up 6.8%
 - First-year retention increased across four consecutive cohorts:
 - Biggest increase came over the past year.
 - Bachelor retention up 2.4 points year over year.
 - Associate retention up 7.7 points year over year.
- **Student Success:** Reset to a new culture focused on student experience, purpose, and leadership. (2023 – Present).
 - **Students First.** Always. Commitment established (2023). Student Engagement & Success structure established (2024). Student Success Pillars established (2024).

<https://www.youtube.com/watch?v=zu7ZeVEYaTM>

- Integrated National Institute for Student Success (NISS) into assessment, strategy, decision-making, and accountability.
- Several student success initiatives launched (2024– Present):
 - Launched First-Year Experience (UNG 1101 – ‘Flight Training’) – delivered pilot (Fall 2025)/full (Fall 2026).
<https://ung.edu/university-college/ung-flight-training.php>
 - Strengthened advising function.
 - Unprecedented overhaul of communications to students (Slate audit, consolidation, targeting).
 - High Impact Practices expanded significantly.
 - Expanded student programming evenings/weekends.
- **Academic Excellence:** (some highlights) national leadership in Fulbright, NSF REUs, Boren, Fulbright Canada-Mitacs Globalink, Goldwater awards (2023 – Present)
 - Top Fulbright Producer – 9th consecutive year (2026).
- **Revenue:** FY24-25 overall increase: \$22.5M (2024 – 2025).
 - Auxiliary and student activity revenue up 17%.
 - Strong fiscal performance: revenues exceeded expenses by \$1.2M | Auxiliary services generated \$1.8M surplus.
- **Visioning & Strategy:** developed a bold vision with significantly new strategic direction across multiple elements (2023 – Present).
 - **Bold Forward:** Running Into Our Calling (October 2023).
<https://ung.edu/president/bold-forward/index.php>
 - **Reveille** – Awakening the Future of Higher Education (August 2024).
<https://ung.edu/president/reveille-awakening-the-future-of-higher-education.php>
 - **UNG Power of Five Strategy** (October 2024).
<https://ung.edu/president/path-forward/disruptive-themes.php>
- **UNG Strategy Path Forward** (October 2024).
<https://ung.edu/president/path-forward/index.php>
- **Campus Master Plan Vision** – Dhalonega & Gainesville Campuses (November 2025).
<https://ung.edu/president/campus-master-plans.php>

- **Data:** delivered a vision and direction for using data to execute strategy (2023 – Present).
 - Created & hired Chief Data Officer (2024). § Shifted culture to embrace & leverage data (2023 – Present).
 - Delivered accountability through data – launched “Moving the Needle” strategic performance dashboards (2025). <https://ung.edu/about/moving-the-needle/index.php>
- **Brand:** repositioned university brand and launched brand pillars (2024-2025).
 - Reset strategic communications & marketing function (2024 – Present).
 - Launched new tagline (2024). § Launched new athletics mark (2024).
 - Gained placement / increase in earned media (2024 – Present).
 - Grew partnerships across GA markets (2024 – Present).
- **Programs:** visioned, developed, and launched multiple cutting-edge programs supporting strategy (2024 – Present).
 - Multiple bachelors degree offerings on UNG campuses (2024).
 - Aligned Colleges to deliver strategy and impact (2024 –2025).
 - **Institute for Peak Performance (IPP)** (2024). • Reset community engagement function to directly target our local communities across north Georgia and build economic competitiveness (2024).
 - Designed & launched the Inaugural ‘**What Comes Next Hub**’ (in Gilmer County High School, Ellijay, GA) (2025).
 - First of its kind agreement with Georgia Tech Europe (2025).
 - **Evergreen Learning** – new lifelong learning strategy and function (signed Georgia-leading agreement with Intel) (2026).
- **Capital:** completed & launched significant capital projects across UNG campuses (Power of Five)
 - Delivered (2024) \$15.5M Cumming expansion (Cumming). § Delivered (2025) \$15M David E. Ralston Hall (Blue Ridge). § Delivered (2026) \$13M Wynne-Mathews Military Science Center Dahlongega).
 - Delivering (2027) \$1.5M Poultry Science Instructional Center (Gainesville).
 - Delivering (2027) \$50M STEM Excellence Center (Dahlongega).
 - Delivering (2028) Highlands to Islands Trail Connection (Gainesville).
- **Philanthropy & UNG Foundation:** launched an aggressive fundraising strategy to build & deliver a new UNG economy | provided strategic direction & oversight to the UNG Foundation.
 - Assets reached \$140M – 5% total growth (FY24-25).
 - Raised \$8.9M in total dollars – 13% total growth (FY24-25). § Investment portfolio Total Investment Return performance – 12.36% (FY25).

- 39% portfolio total investment returns (2023-2025) outperforming other USG institutions (NACUBO reports) in 1-year (14.7%), 5-year (9.5%), 10-year (8.1%) returns.
- Awarded \$4.6M in scholarships benefiting 3,305 students (FY25) – 24% increase in dollars (FY24) / nearly 100% increase in dollars over previous 5 years (FY20-25).
- Increased unrestricted endowed funds (2024-Present).
- Increased need-based funding (2024-Present).
- Launched \$1000 dual enrollment scholarships (2024). \$ Launched the UNG Donor Advised Fund (2026).
- **Corps of Cadets:** set vision and clear course to ‘Deliver the Corps of the Future’ (2023).
 - Developed & delivered the Cadet Leadership Academy function | reset the economy of the Corps (2024).
 - Launched a strategy to deliver the ‘Army’s Senior Military College’ (2025).
 - Launched a bold branding strategy – ‘America’s Corps’ (2025).
 - Increased the Corps by over 100 cadets, up 11.3% (2023-2025).
 - Focused on cadet performance to produce a winning culture:
 - Delivered two of the top Army ROTC cadets in the U.S. – #1 Army active duty (of 5538 cadets), #1 Army National Guard (of 1491 cadets), and #1 Army Nursing Cadet among the Senior Military Colleges (2025).
 - Delivered 21 Distinguished Military Students (DMS) and 37 Distinguished Military Graduates (DMG) (2025) – top producer in the U.S.
 - Received an invitation to Sandhurst Competition (2026).
- **Athletics:** reset strategy and set a course to create value & deliver the top NCAA Division II athletics program in the nation.
 - Set value proposition: brand position | engagement | student-athlete graduation (2023 – Present).
 - Focused athletic strategy on winning combined with education, compliance, and athlete retention (2023 – Present).
 - Reset the athletics economy with focus on value leading to increased revenue generation (2023 – Present).
 - Changed internal culture – moved coaches to contracts with the strategy focused on pacing, incentive pay, and benchmarking (2024 – Present).
 - Delivered the two best seasons in North Georgia athletics history (2023-2025):
 - Placed 35th in the Learfield Directors Cup (to date, best in UNG history), Peach Belt Conference Commissioners Cup, 12 All Americans, 7 Coaches of the Year, 7 team

NCAA Post season appearances, 2 regular season Peach Belt Conference Championships, 3 Peach Tournament Championships, 1 NCAA Regional Championship, 1 Individual NCAA post season appearance (2023-2024).

<https://www.youtube.com/embed/cKGqoZwTNdQ>

- Placed 22nd in the Learfield Directors Cup (to date, best in UNG history), 145 student-athletes on Presidential Honor Roll, 17 All Americans, 4 Coaches of the Year, 9 NCAA Post season appearances, 4 regular season Peach Belt Conference Championships, 2 Peach Conference Tournament Championships, 2 NCAA Regional Championships, and 1 Individual National Champion – the 2025 NCAA Division II Men's Golf Individual National Champion, UNG Senior Hunter Smith (2024-2025).

Interim Executive Vice President Administration & Finance Interim Chief Business Officer

Georgia Institute of Technology, 2022 – 2023.

- Served in the 3rd ranking position in Georgia Tech's administrative leadership team behind the President and the Provost.
- Provided direct coordination with the USG Chief Operating Officer, Chief Fiscal Officer and members of the USO staff.
- Led administrative functions of the Institute including human resources, finance, budget and planning, information technology, facilities and infrastructure, capital planning and real estate development, campus security and emergency response.
- Directly responsible for the A&F division which consisted of over 1,700 employees with an annual budget over \$160M.
- Led six direct report Vice Presidents and the Chief of Police.
- Oversaw a \$2.6B enterprise composed of nearly 22,000 employees, serving approximately 46,000 students.
- Responsible for main residential campus (17M+ gross sq. ft of academic, research, athletic, and other facilities on 400 acres) in midtown Atlanta.
- Provided business operations leadership and oversight to \$1.3B research enterprise and \$166M auxiliary services organization.
- Responsible for finances and oversight of the \$105M Division I athletics program (within Atlantic Coast Conference, a Power 4 conference).
- Provided fiduciary responsibility and serve as treasurer on the board of directors of the Georgia Tech Athletic Association.
- Provided business operations leadership and oversight of two international campuses in Europe (Metz, France) and Asia (Shenzhen, China), and research centers in Singapore and Panama.

- Provided business operations oversight of Savannah campus and 21 field research offices/ centers located in 7 states and the District of Columbia.
- Served on the Executive Committee of the Board of Trustees of the Georgia Tech Foundation.
- Served on the Board of Trustees of Georgia Tech Research Corporation and the Georgia Tech Applied Research Corporation.
- Served on the Board of Trustees of the Alexander Tharpe (AT) Fund.
- Served on the Board of Trustees of Georgia Applied Technology Ventures.
- Served on the Board of Trustees of Georgia Tech Global.
- **Summary of High-level Accomplishments (2022 – 2023).**
 - Responsible for the full transition (contracts, finances, coordination) and selection (served as advisor to the president) of the GT Athletic Director, Head Football Coach, and Men's Basketball Coach.
 - Responsible for launching GT Administrative Services Center.
 - Served as an executive sponsor on the development of Georgia Tech's Quality Enhancement Plan (QEP) for SACSOC accreditation.
 - Served as an executive leader responsible for the implementation of the Georgia Tech Strategic Plan.
 - Co-led, with the provost and chief of staff, GT's highest priority initiatives – Growth Management and Administrative Reform and Shared Responsibility.
 - Supported the president in delivering Transforming Tomorrow: The Campaign for Georgia Tech, a \$2B+ campaign.
 - Responsible for the strategy and execution of the Tech Square Phase 3 project (\$240M high-rise development leveraging state, philanthropic and Institute funds).
 - Responsible for the strategy and execution of Science Square (GT's \$648M investment in life sciences utilizing land owned by GATV, and leveraging the private / capital markets).
 - Responsible for operationalizing a \$65M U.S. Economic Development Administration (EDA) grant and supporting development of the business model and the infrastructure strategy
 - Served as executive agent on GT's new budget model.
 - Led, executed, and unveiled the GT Veteran's Walk of Honor.
 - Launched the GT Veteran's Flag Program (in collaboration with the GT Alumni Association and the GT Veterans Resource Center).

Adjunct Assistant Professor / Adjunct Principal Research Engineer

George W. Woodruff School of Mechanical Engineering

Georgia Institute of Technology, 2017 – Present.

- Developed and taught NRE6505, Fundamentals of Nuclear Nonproliferation (graduate course cross-listed in the Ivan Allen College of Liberal Arts as part of a joint Certificate program).
- Served on graduate thesis committees (masters and Ph.D.).
- Advised multiple students.
- Conducted research and publish papers.
- Participated in school faculty activities.
- Advised and mentor a full-time graduate (student-athlete) intern.
- Served on a Centers for Disease Control and Prevention (CDC) Emergency Response Task Force as a subject matter expert enhancing the CDC's technical ability to respond to public health emergencies.

Vice President and Deputy Chief Business Officer

Georgia Institute of Technology, 2017 – Present.

- Served as chief advisor, counselor and second-in-command to the Executive Vice President for Administration & Finance and the A&F leadership team.
- Responsible for coordination with the USG office.
- Responsible for the operational coordination and execution of the business and strategic initiatives of the institution including implementing the Institute Strategic Plan.
- Responsible for business operations to ensure operational excellence

Chief, Advanced Warfighting Technologies Division

Advanced Concepts Laboratory, Georgia Tech Research Institute DoD University Affiliated Research Center (UARC) Georgia Institute of Technology, 2020 – 2021.

Chief, Counterproliferation Technologies Program Office

Advanced Concepts Laboratory, Georgia Tech Research Institute Georgia Institute of Technology, 2017 – 2020.

Principal Research Engineer

Advanced Concepts Laboratory, Georgia Tech Research Institute Georgia Institute of Technology, 2016 – 2021.

- Served as principal investigator and lead faculty member for \$30M+ in research grants and contracts in four years (2016-2020).

- Established a counterproliferation technologies research program focused on enabling technologies for the counter weapons of mass destruction (CWMD) and counterproliferation technology areas.
- Launched the Counterproliferation Technologies Program Office (CPTPO) in February 2017 focused on asymmetric threats including unmanned aircraft, improvised threats, applications of drone warfare and advanced warfighting concepts.
- Launched the Advanced Warfighting Technologies Division (AWTD) in January 2020 to execute research in countering WMD, special operations enablers development / advanced ground maneuver warfare capabilities.
- Established several new technical research areas within GTRI and formed trusted Sponsor relationships with several organizations who have not historically funded GTRI.
- Established new contract vehicles and leveraged existing GTRI vehicles for these research and funding opportunities.
- Established new laboratories to support the growing faculty team.
- Co-led team which developed Covid-19 testing capabilities for the State of Georgia. Worked under the direction of Governor Kemp's office in support of the Georgia Department of Public Health.
- Led the establishment of the Georgia Tech CLIA laboratory including hiring the team, developing the process, the facility, the information systems, and the required governance and compliance.
- Led the research team and served as the lead principal investigator on "GT Saliva Collection Kit for the SARS-CoV-2 Virus" an FDA Emergency Use Authorization approved Covid-19 test.
- Notably led and established the Georgia Tech Covid-19 testing effort providing over 600,000 Covid-19 tests from August 2020-July 2022 for Georgia Tech and the 156th and 157th Georgia General Assembly, in collaboration with Northeast Georgia Health System (NGHS).
- Led the daily management and operations of a team composed of faculty and students with responsibilities including the management of individual project assignments, work schedules, timesheets, overhead funds, promotion, salary management, and associated activities.

Vice President, Strategic Development

Hopewell Designs Inc., 2015 – 2016.

- Served as the vice president of a small technology company.
- Served as a member of the executive leadership team.
- Served as a principal providing oversight for company business operations including profit & loss, budgeting, strategic accounting, and business forecasting functions.
- Led all sales, marketing, science & technology, strategic dev. activities.

- Led company strategic activities including all company strategic development, planning and execution including market analyses, marketing, sales, forecasts, and associated activities.
- Developed, resourced, and implemented company strategic framework including business development plan (scored 20% in out-year growth).
- Performed a comprehensive assessment of company facility and infrastructure needs considering an emerging product line and increased revenues from existing products; developed a full-scale, analytically based plan for integration into the company strategic plan.
- Established and led an industrial research program and product line launch based on first principles physics and particle transport phenomenology aimed at developing a product line replacement for Cobalt-60 medical treatment applications.

Program Manager – Special Mission Unit Program

Nuclear Technologies Department, Research & Development Directorate Defense Threat Reduction Agency, 2014 – 2015.

Program Manager

Nuclear Technologies Department, Research & Development Directorate Defense Threat Reduction Agency, 2009 – 2015.

- Trained as a DoD Program Manager (Defense Acquisition University).
- Served as a program manager and delivered rapid, high-risk/high-payoff capabilities for the special operations mission in the Global War on Terrorism.
- Managed \$60M+ annual budget and 800+ contractors/military personnel.
- Managed customer and performer relationships.
- Managed high visibility budget actions, development of program status reports for DoD and Congressional leadership, and daily management of several coast-to-coast teams (totaling hundreds of personnel from major defense contractors, the Department of Energy national laboratories, the DoD laboratories and academia).
- Managed interagency partners (in the Department of Homeland Security (DHS), the Department of Energy and other U.S. Government partners).
- Served as program manager on over twenty-five DoD research & development programs and three industry research programs; consistently on budget, scope, and schedule.
- Served as the Project/Program Manager on a \$60M+ effort consisting of a prime contractor, 5 sub-contractors and 5 supporting performers which exceeded all key performance objectives.
- Conducted program oversight activities and coordinated policy issues with national legislators, staffers, and seniors; developed reporting and products including one-pagers, deskside briefings, decision support tools and full scale policy scholarship.

- Served as the Contracting Officer's Representative (COR) on 15 U.S. Government contracts; responsible for managing contract lifecycle from pre-award (i.e. Request for Proposal, Scope Development & Kickoff) through post-award (i.e. Quarterly Reviews, Cost/Schedule, Deliverables, Assessments & Contract Assessment) and all supporting processes.
- Led the engineering design/integration effort for all sensor systems supporting the DoD Millstone Bauxite Experiment (overall budget under 30% in total spend and cumulative savings to the government of \$5M).
- Orchestrated program risk management strategy to ensure attainment of technical/program objectives and 40% downtime reduction meeting operational requirements.
- Managed and executed a \$1.1M effort to generate a novel system Technical Data Package (TDP) and DoD Technical Manual (TM) within a 90-day contract period of performance with a Tier I defense contractor; TDP recognized as a superb product with real-time operational impact.

Director, Nuclear Science and Engineering Research Center

Defense Threat Reduction Agency, U.S. Military Academy, 2012 – 2013.

Research Scientist, Nuclear Science and Engineering Research Center

Defense Threat Reduction Agency, U.S. Military Academy, 2009 – 2012.

- Led military, civilian and contractor personnel and a complex budget (various DoD appropriations / budget activities).
- Established and managed a secure computing facility, and a sensor development laboratory.
- Executed a cost-effective program reorganization plan by refocusing the personnel skill mix for 3 separate contracts, developing a new training paradigm and decreasing travel requirements; overall program was recognized as a model effort.
- Supervised the conversion and implementation of organizational legacy systems to SAP-compliant enterprise financial and procurement management systems including the Defense Agencies Initiative (DAI) and the General Fund Enterprise Business System (GFEBS).
- Identified cost-saving solutions by eliminating contractor overtime, a \$500k savings; within the same program leveraged Government resources for the cross-country movement of critical systems via alternative shipment methods which saved over \$1M.
- Led a team in the development of a 10-year Science & Technology (S&T) Roadmap for DTRA's nuclear science and engineering research portfolio including basic levels of investment tied to technology readiness levels (TRL)/Congressional funding and quantified by annual technical milestones.
- Supported and led several military officer, soldier, and civilian personnel development efforts for both the U.S. Military Academy and Headquarters, U.S. Army; supported officer development activities for foreign partners.

- Led efforts to expand specialized military skill set development across the DoD Service Academies (U.S. Military Academy, U.S. Naval Academy, U.S. Air Force Academy) and the DoD Graduate Schools (Air Force Institute of Technology and the Naval Postgraduate School).
- Developed and implemented the Defense Threat Reduction Agency (DTRA) value proposition for developing the next generation of Combating Weapons of Mass Destruction officers for DoD; management oversight by DoD leadership and Business Executives for National Security (BENS), a DoD-affiliated advocacy group.
- Coordinated the construction, integration, and implementation of a new, multi-purpose state-of-the-art research facility with a large general contractor and the U.S. Army Corps of Engineers (under Military Construction); facility included capabilities for multiple hazards (radiation, lasers, chemicals, and robotics).
- Served as the Chief Scientist for a multi-year international radiation detection capability limited technical assessment and interoperability demonstration sponsored by U.S. Pacific Command (in partnership with Naval Sea Systems Command, the Singapore Ministry of Defense and the Singapore Navy; supervised over 30 US personnel and \$10M in experimental equipment deployed to SE Asia).
- Served as Test Director for a co-DTRA/Air Force Research Laboratory (AFRL) radar test campaign.
- Served as a supporting advisor to the U.S. Naval Academy in its ABET (Accreditation Board for Engineering and Technology) accreditation process of its nuclear engineering program.

Assistant Professor

Department of Physics & Nuclear Engineering U.S. Military Academy, 2009 – 2015.

- Taught & served as guest lecturer in multiple courses.
- Advised multiple cadets and midshipmen.
- Served on graduate thesis committees (masters and Ph.D.).
- Conducted research and published papers.
- Participated in department faculty activities.
- Served as the lead author for all radiological & nuclear content within the revision of DoD Joint Publication 3-40 Combating Weapons of Mass Destruction.
- Provided direct support to the establishment of the U.S. Naval Academy (USNA) nuclear engineering program.
- Delivered multiple lectures at the NATO Center of Excellence-Defense Against Terrorism in Ankara, Turkey.
- Served as the lead author and editor for the U.S. Army Nuclear and Counterproliferation Officer Handbook (a U.S. Army publication).

- Established a nuclear weapons effects research program focused on operational modeling & simulation code improvements using benchmarks, integral benchmarks, and physics models.

Affiliate Scientist

Idaho National Laboratory, 2006 – 2009.

Sam Nunn-MacArthur Security Fellow

Sam Nunn School of International Affairs

Georgia Institute of Technology, 2006 – 2007.

- Developed and led research efforts focused on the standoff detection of special nuclear material via active methodologies; upon end of government service, recognized by DoD leadership as the DoD subject matter expert.
- Developed several techniques based on the active stimulation of highly enriched uranium and plutonium nuclei and the resulting measurement of characteristic signatures via novel sensors.
- Led research on the development of integrated neutron detection systems, gamma-ray detection systems and supporting high-speed data acquisition systems.
- Conducted fundamental research which informed the development of multiple field deployable, generator-powered particle accelerator sources based on legacy and novel accelerator technologies (klystrons, RF modulators and electron guns).
- Led research focused on beam profile development, steerable beam positioning and associated dose control.
- Led research into the development of high-fidelity beam characteristic transport models, beam measurement techniques and novel sensor to characterize and correlate the charged particle source, the source beam, the radiation field, and the incident radiation dose.

Assistant Professor

Department of Physics, U.S. Military Academy, 2005 – 2006.

Instructor

Department of Physics, U.S. Military Academy, 2003 – 2005.

- Taught multiple courses.
- Served as course director for multiple courses and curriculum.
- Conducted research and published papers.
- Participated in department faculty activities.
- Served as the Officer in Charge of Chi Alpha Ministries.
- Served as an Assistant Officer in Charge of the Fellowship of Christian Athletes (FCA).
- Taught multiple leadership development classes to cadets.
- Supported training of cadets – Sandhurst Military Skills Competition.

- Served as the assistant operations officer for Cadet Summer Training.
- Directed and led several efforts for ABET (Accreditation Board for Engineering and Technology) accreditation of the U.S. Military Academy's Nuclear Engineering Program.
- Served as an Officer Representative (Academics & Character Development) for the Army Black Knights (West Point) Football Team supporting cadet student athlete academic development including NCAA compliance and governance.
- Served as the Officer in Charge of Chi Alpha Ministries.
- Served as an Assistant Officer in Charge of the Fellowship of Christian Athletes (FCA).
- Supported several efforts relative to the U.S. Military Academy's Honor Code system.

Affiliate Scientist

Los Alamos National Laboratory, 2004 – 2006.

- Developed an algorithm to model the particle-level behavior of low energy proton transport (derived from the Bethe Equation) for integration into one of LANL's nuclear weapons codes.

US Army Infantry & Signal Corps Officer

Various Assignments, 1995-2003.

- Served as a U.S. Army officer in the Infantry executing the mission to close with and destroy the enemy.
- Served as a U.S. Army officer in the Signal Corps executing the mission to manage all aspects of communications / information systems support.
- Led the training, leadership development, health, safety, morale, welfare, and mission execution of soldiers in units ranging from 5 to 175 soldiers.
- Served as a leader of paratroopers with specific skills and competence in the execution of airborne operations.

EDUCATION

Ph.D. Nuclear & Radiological Engineering | Minor in Physics, August 2009

Georgia Institute of Technology

Dissertation: The Dosimetry of a Highly-Collimated Bremsstrahlung Source in Air

M.S. Health Physics, August 2003

Georgia Institute of Technology

Thesis: An Illicit Nuclear Material Detection System Based on Photoneutron and Photofission Interactions

M.S. Aeronautical Science – DISTINCTION, December 1999

Embry-Riddle Aeronautical University

Thesis: Theoretical and Experimental Analysis of the Pressure Distribution on a 35-foot Personnel Parachute

B.S. Aerospace Engineering, May 1995

Embry-Riddle Aeronautical University

TEACHING (COURSES TAUGHT & CO-TAUGHT)

University of North Georgia

UNG1101 First-Year Experience: Flight Training

Georgia Institute of Technology

GT1000 First Year Seminar: Exploring Leadership

NRE4206 Radiation Physics Lab

NRE3316 Radiation Protection Engineering

NRE4801 Special Topics in Nuclear Engineering

NRE6505 Fundamentals of Nuclear Nonproliferation

NRE7000 Masters Thesis

NRE8801 Special Topics in Nuclear Engineering

United States Military Academy

MX400 Officership (& leadership course teaching within military program)

NE400 Nuclear Engineering Seminar

NE456 Nuclear Weapons and Weapon Effects

NE495 Advanced Nuclear Systems Design Project I

NE496 Advanced Nuclear Systems Design Project II

NE489 Advanced Individual Study in Nuclear Engineering

PH203 Physics I

PH204 Physics II

MEMBERSHIPS & SERVICE

Technical

American Nuclear Society (ANS).
American Physical Society (APS).
Health Physics Society (HPS).
ASTM International (ASTM).
International Radiation Physics Society (IRPS).
Society of Physics Students (SPS).

Military

Life Member, Military Officers Association of American (MOAA).
Life Member, 82nd Airborne Division Association.
Life Member, Association of the United States Army (AUSA).

American Nuclear Society

Member 2002 – Present.
Voting Member
American Nuclear Society Public Policy Committee 2005 – 2008.
Member
American Nuclear Society Special Committee on Nuclear Non-Proliferation 2006 – 2009.
Member
American Nuclear Society, Book Publishing Committee 2005 – 2008.
Member
American Nuclear Society, Radiation Protection & Shielding Division 2002 – Present.

Health Physics Society

Member: 2002 – Present.
Chair, N43-7 Standards Working Group - Safe Design and Use of Self-Contained, Dry Storage Gamma Irradiators (Category I), 2016-2019.

American Society for Engineering Education

Paper Reviewer, Physics & Engineering Physics Division, American Society for Engineering Education Annual Meeting, Salt Lake City, UT, June 2004.
Session Moderator, Physics & Engineering Physics Division, American Society for Engineering Education Annual Meeting, Salt Lake City, UT, June 2004.

Vice Chair, Nuclear & Radiological Engineering Division, American Society for Engineering Education, June 2004-June 2005.

Selection Committee, Glenn Murphy Award, American Society for Engineering Education, March 2005.

Technical Chair, Nuclear & Radiological Engineering Division, American Society for Engineering Education Annual Meeting, Portland, OR, June 2005.

Paper Reviewer, Physics & Engineering Physics Division, American Society for Engineering Education Annual Meeting, Portland, OR, June 2005.

Chair, Nuclear & Radiological Engineering Division, American Society for Engineering Education, June 2005-June 2006.

ASTM International

Member, Committee E61, Radiation Processing, 2015-2018.

GRADUATE THESIS COMMITTEES

1. T. Young. “*Documentation Techniques and the Significance of Bloodstain Pattern Evidence.*” Master of Forensic Sciences, National University, October 2001.
2. A. Eastburg. “*Assessing the Dose After a Radiological Dispersal Device (RDD) Attack Using a Military Radiac Instrument.*” M.S. Nuclear & Radiological Engineering, Georgia Institute of Technology, May 2010.
3. P. Exline. “*Characterization of Modified Neutron Fields with AmericiumBeryllium and Californium-252 Sources,*” M.S. Nuclear & Radiological Engineering, Georgia Institute of Technology, May 2011.
4. A. Decker. “*Verification and Validation of Monte Carlo n-Particle Code 6 (MCNP6) with Neutron Protection Factor Measurements of an Iron Box.*” M.S. Nuclear Engineering, Air Force Institute of Technology, March 2014.
5. T. Genda, “*Optimization of Prompt Neutron Detector Placement for Standoff Photon Interrogation of Special Nuclear Materials.*” M.S. Nuclear Engineering, Air Force Institute of Technology, March 2014.
6. B. Bixler. “*Feasibility of Creating a Neutron Detector Array for the Detection of Special Nuclear Materials.*” M.S. Nuclear & Radiological Engineering, Georgia Institute of Technology, May 2015.
7. P. Rose. “*Imaging Of Special Nuclear Materials Using Monochromatic Gamma Rays from Low-Energy Nuclear Reactions.*” Ph.D. Nuclear & Radiological Engineering, Georgia Institute of Technology, January 2017.
8. E. Redd. “*Sensitivity Analysis and Parameterization of Passively Measured Prompt-Diagnostic Signatures from a Nuclear Detonation and the Effects on Early-Time Attribution.*” Ph.D. Nuclear & Radiological Engineering, Georgia Institute of Technology, August 2017.
9. J. Inman. “*An Improved Model of Nuclear Debris Analysis Systems in Atmospheric Collection Aircraft.*” Ph.D. Nuclear & Radiological Engineering, Georgia Institute of Technology, April 2021.
10. D. Sundberg. “*Development and Evaluation of Post-nuclear Detonation Particle Source Terms for Implementation Within Next- Generation Health Effects Models.*” M.S. Nuclear & Radiological Engineering, Georgia Institute of Technology, April 2023.
11. S. Johnston. (Working) “*Optimization of the Grid for Electric Vehicles.*” Ph.D. Mechanical Engineering, Georgia Institute of Technology, TBD.

UNDERGRADUATE THESIS RESEARCH

1. T. Yo1. Co-Advisor, LT Julien Arnaud, St-Cyr (French Military Academy) *“Detection of Landmines Using Compton Backscatter of Gamma Rays”*, Fall 2005.
2. Co-Advisor, B. Huff, *“Running MCNPX Using Core Physics Lab Computers in Parallel”*, Spring 2005.
3. Co-Advisor, A. Gillick, *“Detection of Landmines Using Compton Backscatter of Gamma Rays”*, Spring 2006.
4. Advisor, J. Herrera, D. Matoi, *“Calculation of Radiation Protection Factors for Common Structures”*, Fall 2009/Spring 2010.
5. Advisor, C. Anderson, F. Fitzpatrick, S. Tennison, *“Monte Carlo Validation of a CZT Detector for Maritime Boarded Search Operations”*, Fall 2009/Spring 2010.
6. Advisor, W. Myers, J. Pitonyak, M. Yarmie, *“Intuitive Interface Design for the Neutron Straw Detector”*, Fall 2009/Spring 2010.
7. Advisor, J Bailey, *“Feasibility Study of Deploying a Bistatic Detection Array on an Unmanned Surface Vehicle”*, Fall 2010/Spring 2011.
8. Advisor, N. Veltri, *“Analyzing the Effects of a Nuclear Weapon at High Altitudes Using NORSE with Varying Blackbody Temperatures”*, Fall 2010/Spring 2011.
9. Advisor, C. Farmer, *“Characterization of the Neutron Field of a Pyroelectric D-D Fusion Device”*, Fall 2010.
10. Advisor, T. Anderson, R. Edwards, *“Design and Build a LiTaO₃ Pyroelectric Crystal Mount for Thermal Cycling Experiments”*, Fall 2010/Spring 2011.
11. Advisor, K. Forward, *“Develop a Validation and Verification (V&V) Environment for Radiation Sensor Characterization”*, Fall 2011.
12. Advisor, C. Briseno, D. Junta, *“UHPC in Dry Storage of Spent Nuclear Fuel”*, Spring 2012.
13. Advisor, P. Rachel, *“Validate the E1 Component of the Electromagnetic Pulse for the HEMPTAPs Code”*, Fall 2012/Spring 2013.
14. Advisor, P. Kim, *“Current State of Vehicle Radiation Protection Factor Modeling and Experimentation”*, Spring 2013.

PUBLICATIONS & CONFERENCE PROCEEDINGS

1. M. P. Shannon, “*Experimental Analysis of the Pressure Distribution on a 35-Foot Personnel Parachute*,” American Institute of Aeronautics and Astronautics (AIAA) 16th Aerodynamic Decelerator Systems Seminar & Conference, Boston, MA, May 21-24, 2001.
2. M. P. Shannon, H. O. Wooten, R. D. Ice, and N. E. Hertel, “*Analysis of High NORM Levels in a Reactor Decommissioning Project*,” Radiation Safety Conference and Exposition (47th Annual Meeting of the Health Physics Society), Tampa, FL, Works-IN-Progress Poster, June 16-20, 2002.
3. M. P. Shannon, “*A Model for Estimating the Dose of an Electron-based Border Imaging System*,” National Institute of Standards and Technology (NIST) Council on Ionizing Radiation Measurements and Standards (CIRMS) Annual Meeting, Gaithersburg, MD, October 2002.
4. N. E. Hertel, M. P. Shannon, Z.-L. Wang, M. P. Valenzano, W. Mengesha, and R. J. Crowe, “*Neutron Measurements in the Vicinity of a Self-Shielded PET Cyclotron*,” Radiation Protection Dosimetry, May 2004.
5. M. P. Shannon and N. E. Hertel, “*Broadening the Knowledge Base of Nuclear Engineering Students: The Development of a Course in Radiation Sources and Applications*,” 2004 ASEE Annual Conference & Exposition in Salt Lake City, Utah, June 20-23, 2004.
6. M. P. Shannon and L. Calvert, “*Physics for the Modern Warrior: Bringing Innovation to Physics Instruction at the United States Military Academy*,” 2004 ASEE Annual Conference & Exposition in Salt Lake City, Utah, June 20-23, 2004.
7. M. P. Shannon and N.E. Hertel, “*Using the Photoneutron Interaction to Detect Special Nuclear Material*,” Proceedings of the 38th Mid-Year Topical Meeting of the Health Physics Society, New Orleans, LA, February 13-16, 2005.
8. M.P. Shannon, G. Sandquist, M. Hendricks and S. Fleming, “*Correlation of US Nuclear Power Plant Sites and Adjacent Population Health Effects*,” Proceedings of the 13th International Conference on Nuclear Engineering (ICONE 13), Beijing, China, May 16-20, 2005.
9. M.P. Shannon, E. Naessens, B. Moretti, “*Bringing Nuclear Engineering Research to West Point: The United States Military Academy Nuclear Engineering Research Group (NERG)*,” United States Army NBC Report, Winter 2005.
10. B. Powell, B. Huff, R. Prins, K. Sturgess, B. Moretti, M.P. Shannon, M. Tobin, K. Fournier, K. Bradley, C. Debonnel, “*Recent Progress In Improving Nuclear Fallout Hazard Assessment*,” Proceedings of the 24th annual Hardened Electronics and Radiation Technology (HEART) Conference, Santa Clara, CA, March 7-10, 2006.

11. A. Gillick, B. Moretti, M. P. Shannon, “*Determining the Presence of Landmines Using Photon Backscattering.*” 2006 American Nuclear Society Student Conference, Rensselaer Polytechnic Institute, Troy, NY, 31 March – 1 April, 2006.
12. C. Phillips, B. Moretti, M. P. Shannon, “*An Ethical Epidemic.*” 2006 American Nuclear Society Student Conference, Rensselaer Polytechnic Institute, Troy, NY, 31 March - 1 April, 2006.
13. N. Hertel, K. Burns, E. Burgett, S. Dewji, C. Lobbacco, M. Shannon, C. Harrison, “*Testing in Support of Space Radiation Shielding Composed of Nanocomposites*”, Fermi National Accelerator Laboratory (Fermilab) All Experimenters Meeting, December 18, 2006.
14. M. P. Shannon, “*NASA Poster,*” Poster Presentation for the 2007 Georgia Institute of Technology Graduate Student Research Symposium, March 2007.
15. M. P. Shannon, “*Bremsstrahlung Radiation Monitoring and Dosimetry for High-Energy, Outdoor Inspection Operations, A Project Overview and Status Report,*” Poster Presentation for the 2007 Georgia Institute of Technology Graduate Student Research Symposium, March 2007.
16. M. P. Shannon, J. Osburg, S. Balestrini, “*The Nuclear Option for Long Term Energy Independence,*” Poster Presentation for the 2007 Georgia Institute of Technology Graduate Student Research Symposium, March 2007.
17. M.P. Shannon, J. Osburg, S. Balestrini, “*Toward Long-Term Energy Independence and a More Sustainable Environment: The Nuclear Option,*” Poster Presentation for the 2007 Georgia Tech Institute for Sustainable Technology and Development (ISTD) Poster Session and Vice President Al Gore Lecture, April 18, 2007.
18. E. Burgett, M. P. Shannon, N. E. Hertel. R. Howell, “*Preliminary Investigation - Bonner Sphere Extension (BSE) for High Energy Neutron Spectroscopy.*” 2007 American Nuclear Society Annual Meeting, Boston, MA, June 24-28, 2007.
19. M. P. Shannon, E. Burgett, N. E. Hertel, K. Burns, D. Blaylock, C. Harrison, E. Grulke, “*Evaluation of a Nanoparticle Material in Space Radiation Shielding.*” 2007 American Nuclear Society Annual Meeting, Boston, MA, June 24-28, 2007.
20. M. P. Shannon, E. Burgett, N. Hertel, D. Blaylock, K. Burns, S. Dewji, C. Lobbacco, R. Howell, C. Harrison, E. Grulke, “*Testing of a Novel Shielding Material in High Energy Particle Beams.*” 52nd Annual Meeting of the Health Physics Society, Portland, OR., July 8-12 2007.
21. E. Burgett, M. P. Shannon, N. E. Hertel, R. Howell, “*A Three Exposure, High Energy Neutron Spectrometer.*” 52nd Annual Meeting of the Health Physics Society, Portland, OR., July 8-12 2007.
22. H. Hubble, M. P. Shannon, N.E. Hertel, “*Does Wearable Radiation Shielding Have to Break the Bank?*” 52nd Annual Meeting of the Health Physics Society, Portland, OR., July 8-12 2007.

23. N. E. Hertel, M. P. Shannon, “*Active Interrogation for Detecting Special Nuclear Material.*” Meeting, Alabama Chapter of the Health Physics Society, February 2008.
24. M. P. Shannon, N.E. Hertel, “*Dosimetry Needs and Challenges for Active Interrogation Systems.*” Combating WMD Journal, Issue 2, U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency, Fort Belvoir, VA, Spring 2008.
25. M. P. Shannon, S. Scarboro, N. E. Hertel. “*The Application of Biokinetic Modeling in Assaying Internal Contamination.*” 2008 American Nuclear Society Student Conference, Texas A&M University, College Station, TX, April 2008.
26. M. P. Shannon, N. E. Hertel, D. Norman, W. Yoon, B. Bennett, W. Jones, J. Jones, “*Dose Control in an Active Interrogation System.*” 2008 American Nuclear Society Annual Meeting, Anaheim, CA, June 8-12, 2008.
27. S. Scarboro, N. E. Hertel, R. Manger, C. LoBracco, S. Dewji, E. Burgett, M. Bellamy, M.P. Shannon, “*Assaying Internal Contamination due to Inhalation Using Various Handheld Detectors—An Overview*” 2008 American Nuclear Society Annual Meeting, Anaheim, CA, June 8-12, 2008.
28. M. P. Shannon, N. E. Hertel, D. Norman, J. Jones, “*An Approach to Dosimetry for High-Energy Bremsstrahlung Systems Operating in Outdoor Environments.*” 41st Midyear Topical Meeting of the Health Physics Society, Oakland, CA., January 27-30, 2008.
29. M. P. Shannon, N. E. Hertel, D. Norman, J. Jones, “*Calculation of Buildup for a 20MeV Collimated Bremsstrahlung Beam.*” 53rd Annual Meeting of the Health Physics Society, Pittsburgh, PA., July 13-17, 2008.
30. M.P. Shannon, N. E. Hertel, D.R. Norman, J. Jones, “*Assessment of Regulatory Requirements for Operating Active Interrogation Systems in Support of National Security Applications.*” 53rd Annual Meeting of the Health Physics Society, Pittsburgh, PA., July 13-17, 2008.
31. M.P. Shannon, N. E. Hertel, “*Measurements of High Energy Photon Dose from an Outdoor Accelerator-Based Source.*” 54th Annual Meeting of the Health Physics Society, Minneapolis, MN, July 12-16, 2009.
32. M.P. Shannon, N.E. Hertel, “*Look Forward at the Research Needs for Active Interrogation Radiation Safety.*” 21st International Conference on the Application of Accelerators in Research and Industry (CAARI 2010), Fort Worth, TX, August 8-13, 2010.
33. M.P. Shannon, D. Gillich, A. Kovanen, T. Anderson, K. Bright, R. Edwards, Y. Danon, B. Moretti, J. Musk. “*Pyroelectric Crystal Accelerator in the Department of Physics and Nuclear Engineering at West Point.*” 21st International Conference on the Application of Accelerators in Research and Industry (CAARI 2010), Fort Worth, TX, August 8-13, 2010.

34. T. Anderson, R. Edwards, K. Bright, A. Kovanen, Y. Danon, B. Moretti, J. Musk, M. Shannon, D. Gillich. "Preliminary Results Using the Pyroelectric Crystal Accelerator at West Point." 21st International Conference on the Application of Accelerators in Research and Industry (CAARI 2010), Fort Worth, TX, August 8-13, 2010.
35. N. Veltri, M. P. Shannon, W. Czajkowski, R. Jones, "Analyzing the Effects of a Nuclear Weapon at High Altitudes Using NORSE with Varying Blackbody Temperatures," 29th Annual Hardened Electronics and Radiation Technology (HEART) Conference, Orlando, FL, March 28 –April 2, 2011.
36. M. Shattan, M. P. Shannon, R. Jones, "Quantifying the Accuracy of Blackbody Approximations for NORSE Calculations," 29th Annual Hardened Electronics and Radiation Technology (HEART) Conference, Orlando, FL, March 28 – April 2, 2011.
37. M. P. Shannon, A. Wiedlea, D. Basiaga, "Using Constructive Simulation to Study Radiation Detection." 29th Annual Hardened Electronics and Radiation Technology (HEART) Conference, Orlando, FL, March 28 –April 2, 2011.
38. M.P. Shannon, P. Chapman, D. Wright, J. Gronberg. "ISIS Technology Development for Standoff Radiation Detection." 30th Annual Hardened Electronics and Radiation Technology (HEART) Conference, Monterrey, CA, March 2012.
39. M. P. Shannon, P. Chapman, C. Vergien, "Development of a Framework for the Quantitative Assessment of the Military Utility of Standoff Radiation Detection Technologies." 30th Annual Hardened Electronics and Radiation Technology (HEART) Conference, Monterrey, CA, March 2012.
40. C. McCawley, A. Stout, M. P. Shannon, S. Barbaras, M. Jackson, "Design of a Methodology To Calculate Radiation Protection Factors For Army Equipment Using MCNP." 30th Annual Hardened Electronics and Radiation Technology (HEART) Conference, Monterrey, CA, March 2012.
41. A. Decker, M. P. Shannon, J. Clinton, J. McClory, S. McHale. "Verification and Validation of Monte Carlo N-Particle Code 6 (MCNP6) with Neutron Protection Factor Measurements of an Iron Box." Journal of Radiation Effects Research and Engineering, Vol. 33, No. 1-E, May 2015.
42. A. Decker, S. McHale, M. P. Shannon, J. Clinton, J. McClory, "Novel Bonner Sphere Spectrometer Response Functions Using MCNP6." Nuclear Science, IEEE Transactions on, vol.62, no.4, pp.1689-1694, Aug. 2015.
43. A. Decker, M. P. Shannon, J. Clinton, J. McClory, S. McHale. "Verification and Validation of Monte Carlo N-Particle Code 6 (MCNP6) with Neutron Protection Factor Measurements of an Iron Box." Journal of Radiation Effects Research and Engineering, Vol. 33, No. 1-E, May 2015.
44. M.P. Shannon, S. Mickum, Z. Hope. "Optimization of Shielding Parameters for a High Dose Rate Research Irradiator Design Baseline." 49th Mid-Year Meeting of the Health Physics Society, Austin, TX, February 1-3, 2016.

45. M.P. Shannon, S. Mickum. "A New High Dose Rate Research Irradiator." Council on Ionizing Radiation Measurements and Standards (CIRMS) of the National Institute of Standards & Technology (NIST), April 18-20, 2016.
46. M.P. Shannon, S. Mickum. "A Review of Gamma Cell 220 Research Irradiator External Dose Rates." 14th International Congress of the International Radiation Protection Association, Cape Town, South Africa, May 9-13, 2016.
47. M.P. Shannon, S. Mickum, Z. Hope. "Development of a High Dose Rate Research Irradiator Design." 61st Annual Meeting of the Health Physics Society, Spokane, WA, July 17-21, 2016.
48. M.P. Shannon, S. Mickum, Z. Hope. "Development of a High Dose Rate Research Irradiator Design for a New Host of Applications." IEEE Nuclear and Space Radiation Effects Conference, Portland, OR, July 11-15, 2016.
49. Gibson, Greg & Weitz, Joshua & Shannon, Michael & Holton, Benjamin & Bryksin, Anton & Liu, Brian & Bramblett, Sandra & Williamson, Julianne & Farrell, Michael & Ortiz, Alexander & Abdallah, Chaouki & García, Andrés. (2021). "Surveillance-to-Diagnostic Testing Program for Asymptomatic SARS-CoV-2 Infections on a Large, Urban Campus." -Georgia Institute of Technology, Fall 2020. 10.1101/2021.01.28.21250700.
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53. M. Shannon, M. Farrell, et al. "GTRI/Georgia Tech Response to the COVID-19 Pandemic." GTRI State Impacts Symposium, November 18, 2022.
54. Farrell ML, Bryksin AV, Ryan E, Lin J, Djeddar N, Khunteev G, Holton B, Paca M, Speller N, Merrill JT, Ross TM, Hogan RJ, Gibson G, García AJ, Shannon MP. "Validation of Saliva as the Clinical Specimen Type for a University-Wide COVID-19 Surveillance Program." Viruses. 2024 Sep 21;16(9):1494. doi: 10.3390/v16091494. PMID: 39339970; PMCID: PMC11437455.

REPORTS & OTHER PUBLICATIONS

1. N. E. Hertel, et al. *“Activation and Dose Rate Study of Components of the Omega West Reactor in Support of Its Decommissioning,”* January 2003, Report to the Washington Group International, Inc., 204 pages.
2. N. E. Hertel, et al. *“Activation Study of Components of the Cornell Research Reactor in Support of Its Characterization,”* March 2003, Report to Duratek, Inc., 64 pages.
3. M.P. Shannon, N. E. Hertel, *“Dose Distribution of a Proton Beam in a Water Phantom,”* Quality Assurance of Computational Tools for Dosimetry (QUADOS), Intercomparison on the Usage of Computational Codes in Radiation Dosimetry (Concerted Action funded by the European Commission), Bologna, Italy, July 14-16, 2003.
4. M.P. Shannon, et al., *“An Analysis of Improved Explosive Device (IED) Employment,”* USMA IED Team Final Report, United States Military Academy, 8 November 2004.
5. J. Arnaud, B. Moretti, M.P. Shannon, *“Detection of Landmines: Gamma Ray Backscatter Applications,”* United States Military Academy/SaintCyr Internal Report, 10 December 2005.
6. N. E. Hertel, *“Dose Scoping Calculation in Support of the ALL SECURE Testing Facility,”* February 2007, Report to ScanTech Sciences Inc. (assisted in the writing of this report).
7. E. Grulke, Final Report. *“Synthesis and Analysis of Nanoparticle Composites for Radiation Shielding: NASA # NNM04AA60G,”* NASA Project under NRA-03-OBPR-07, March 2007, Report to the National Aeronautics and Space Administration, (assisted in the research presented in this report).
8. D. Norman, J. Jones, K. Haskell, J. Sterbentz, W. Yoon, J. Johnson, S. Watson, M. P. Shannon, B. Bennett, W. Jones, J. Zabriskie, M. Kinlaw, D. Gerts, A. Hunt, K. Folkman, C. O’Neil, *“PITAS Generation III System Design Report: The Developmental Prototype.”* INL/EXT--08-13798, Idaho National Laboratory, Idaho Falls, ID, January 1, 2008.

TECHNICAL & POLICY PRESENTATIONS

1. J. Powell, P. Farrell, M. Shannon, G. Merkel, A. Grum, “*Generation of Power & Fuel for On-Site Critical Operations at Military Bases.*” Presentation to the Defense Science Board, Washington, D.C., November 30, 2006.
2. M. P. Shannon, J. King, L. Drauker, E. Hill, “*A Policy Strategy for the US-DPRK Situation: From Nuclear Standoff to True Stability.*” Presentation to Minister Kim Myong Gil, Democratic People’s Republic of Korea (North Korea) Deputy Permanent Representative to the United Nations, Sam Nunn Security Program, Center for International Strategy, Technology and Policy, Georgia Institute of Technology, December 5, 2006.
3. M. P. Shannon, “*Active Interrogation for Detecting Special Nuclear Material.*” Invited Presentation to the New York State American Physical Society/American Association of Physics Teachers Meeting, West Point, NY, April 13, 2007.
4. M.P. Shannon, “*Overview of the PITAS & Related Dosimetry Research Activities.*” National Council on Radiation Protection (NCRP) SC 1-18/SC1-19 Committee Meeting, National Council on Radiation Protection, Bethesda, MD, November 9, 2009.
5. M. P. Shannon, “*A Look at WMD Proliferation in Asia: Focusing on China & North Korea.*” (Invited Lecture), COE-DAT 10, Weapons of Mass Destruction Terrorism Course, NATO Center of Excellence –Defense Against Terrorism, Ankara, Turkey, November 11-13, 2009.
6. M. P. Shannon, “*A New Paradigm in WMD Nonproliferation Initiatives: UNSCR 1540 & PSI.*” (Invited Lecture), COE-DAT 10, Weapons of Mass Destruction Terrorism Course, NATO Center of Excellence –Defense Against Terrorism, Ankara, Turkey, November 11-13, 2009.
7. M.P. Shannon, “*Combating WMD Education at the U.S. Military Academy – A Partnership Between USMA, DTRA and NDU.*” National Defense University Center for the Study of Weapons of Mass Destruction Combating WMD Education Workshop, July 21, 2010.
8. C. Vergien, M. P. Shannon, “*Integrated Standoff Inspection System (ISIS) Overview.*” US Strategic Command (USSSTRATCOM) Global Synchronization Conference, Chantilly, VA, February 2011.
9. M. P. Shannon, “*Integrated Standoff Inspection System (ISIS) Project Update.*” US Strategic Command (USSSTRATCOM) Global Synchronization Conference, Chantilly, VA, July 20, 2011.

PUBLISHED BOOKS OR PARTS OF BOOKS

1. Editor, *“United States Army Nuclear and Combating Weapons of Mass Destruction Functional Area (FA) 52 Handbook.”* U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency, Fort Belvoir, VA, July 2012.
2. Author, Chapter 4: Army Combating Weapons of Mass Destruction Doctrine. *“United States Army Nuclear and Combating Weapons of Mass Destruction Functional Area (FA) 52 Handbook.”* U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency, Fort Belvoir, VA, July 2012.
3. Author, Chapter 8: Radiological. *“United States Army Nuclear and Combating Weapons of Mass Destruction Functional Area (FA) 52 Handbook.”* U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency, Fort Belvoir, VA, July 2012.
4. Author, Chapter 9: Nuclear. *“United States Army Nuclear and Combating Weapons of Mass Destruction Functional Area (FA) 52 Handbook.”* U.S. Army Nuclear and Combating Weapons of Mass Destruction Agency, Fort Belvoir, VA, July 2012.
5. Contributing Author, *“Joint Publication 3-40, Countering Weapons of Mass Destruction.”* Chairman of the Joint Chiefs of Staff (CJCS), Washington, DC, October 31, 2014.

Due to U.S. Government restrictions on (1) contract deliverables [and dissemination of information], and (2) classified information [including national security information (NSI), Critical Nuclear Weapons Design Information (CNWDI), Restricted Data (RD) and Formerly Restricted Data (FRD)], citations of other authored reports and papers from 2003-2021 are omitted.

COMMUNITY SERVICE & CONNECTION HONORS & AWARDS

Youth Sports Coaching

Outdoor Soccer Head Coach, Kennesaw, GA, 2021 – 2023.

Flag Football Head Coach, Kennesaw, GA, 2016 – 2023.

Indoor Soccer Head Coach, Kennesaw, GA, 2021 – 2022.

Basketball Head Coach, Acworth, GA, 2019 – 2020.

Flag Football Assistant Coach, Kennesaw, GA, 2015 – 2016.

Veterans Programs

Supporter, Valor Service Dogs, 2022 – Present.

Supporter, Disabled American Veterans, 2003 – Present.

Supporter, Tunnel to Towers, 2020 – Present.

Supporter, Wounded Warrior Project, 2011 – Present.

Church

Northstar Church, 2015 – Present.

Lighthouse Christian Assembly, Board Member, 2003 – 2006.

Lighthouse Christian Assembly, Treasurer, 2003 – 2006.

HONORS & AWARDS

Multiple U.S. Army and Joint Staff Awards, 1995 – 2015.

Graduate with DISTINCTION, Embry-Riddle Aeronautical University, 1999.

Honor Graduate, Signal Corps Captains Career Course, 2000.

Council on Ionizing Radiation Measurements and Standards (CIRMS) of the National Institute of Standards & Technology (NIST), 2002 Graduate Student Best Paper Award, April 2002.

Graduate, Master Teacher Program, United States Military Academy, West Point, NY, December 2003.

2007 Graduate Student Research Symposium, Runner-up for College of Engineering Category and First Place for Ivan Allen College Category, Georgia Institute of Technology, April 2007.

2007 Institute for Sustainable Technology and Development Sustainability Poster Session and Vice President Al Gore Lecture, Third Place, Georgia Institute of Technology, April 2007.

2007-2008 Graduate Fellowship in Health Physics, Health Physics Society.

2006-2007 Research Fellow, Sam Nunn Security Program (funded by the Macarthur Foundation), Center for International Strategy, Technology and Policy, Sam Nunn School of International Affairs, Georgia Institute of Technology.

2008 American Nuclear Society Best Paper Award. “*The Application of Biokinetic Modeling in Assaying Internal Contamination*” 2008 American Nuclear Society Student Conference, Texas A&M University, College Station, TX, April 2008.

2018 One GTRI Team Award, April 2018.

2021 Georgia Tech Outstanding Achievement in Research Program Development Award, April 2021.

2021 Georgia Tech One Giant Leap Award, April 2021.

Elected member of Alpha Nu Sigma (Nuclear Engineering Honor Society).

Elected member of Sigma Pi Sigma (Physics Honor Society).

Elected member of the Order of the Engineer.

PROFESSIONAL DEVELOPMENT & CERTIFICATES

EAB Future Presidents Intensive

EAB, February – March 2023.

Design Thinking—A Toolkit for Breakthrough Innovation Certificate Kellogg School of Management

– Executive Education Program Northwestern University, May – August 2022.

Executive Leadership Institute (ELI) University System of Georgia, October 2021 – May 2022.



SECTION 8

PROPOSED EMPLOYMENT AGREEMENT

EMPLOYMENT AGREEMENT

This Employment Agreement (“Agreement”), is entered into by and between the University of North Florida Board of Trustees (the “Board,” or the “Board of Trustees”), and Dr. Michael P. Shannon (“Dr. Shannon” or “President”) and shall become effective on January 4, 2027. The Board and Dr. Shannon may hereinafter be collectively referred to as “the Parties.”

RECITALS

WHEREAS, the Board of Trustees has conducted an extensive nationwide and public search for the next President of the University of North Florida (“UNF” or University); and

WHEREAS, the Board has offered Dr. Shannon the position of President of UNF and Dr. Shannon has accepted such offer subject to execution of this Agreement and confirmation by the Florida Board of Governors; and

WHEREAS, the parties desire to memorialize the terms and conditions of Dr. Shannon's employment as President of UNF in this Agreement.

NOW, THEREFORE, in consideration of the mutual promises, covenants, and conditions contained herein, and other valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties agree as follows:

Section 1.0 Term. The Board shall employ Dr. Shannon as its President for a term beginning January 4, 2027 and ending June 30, 2030, subject to confirmation by the Florida Board of Governors, in accordance with Board of Governors Regulations 1.001-1.002. This Agreement may be extended by mutual agreement of the parties following review of the President's performance by the Board, subject to Board of Governors confirmation. This appointment and Agreement are subject to prior termination as provided for in this Agreement, and by the applicable laws of the State of Florida, the regulations and policies of the Board of Trustees, the University, and the Board of Governors.

Section 2.0 Powers and Duties. Dr. Shannon shall be the President of the University, subject to UNF regulations and policies, and supervision by the Board. Dr. Shannon shall have the powers and duties reserved to the position of President by the Florida Statutes, Regulations of the Florida Board of Governors, Regulations of the University Board of Trustees, University policies, and the Board's delegated authority to the President as established by the Board (collectively, the “Duties”). The Parties acknowledge and agree that the Duties hereunder shall be consistent with those customarily performed by Presidents of top-tier state universities comparable in size and type to the University, including, without limitation, educational leadership, faculty relations, budgeting, strategic planning and visioning, fundraising, development, community relations, public relations, student services, primary control and responsibility for the intercollegiate athletics program, recruitment of personnel, appointment, promotion, termination and dismissal of all

faculty and staff members, and such other duties as may be mutually agreed upon by the Board and President.

Section 3.0 Goals and Evaluation.

Section 3.1 Annual Goals. On or before July 1st of each year of this Agreement, Dr. Shannon shall provide to the Chair of the Board of Trustees (“Chair”) a list of proposed goals and objectives for the twelve (12) month period beginning on July 1. The Board or a committee thereof (referred to in this section as “the Board”) and Dr. Shannon shall discuss Dr. Shannon's proposed goals and objectives. Taking into account Dr. Shannon’s proposal, the Board shall then set written goals and objectives that it determines are in the University’s best interests for the upcoming year.

Section 3.2 Annual Evaluation. On or before July 1st of each year calendar year, Dr. Shannon shall initiate the annual evaluation process for the period that began July 1st of the previous fiscal year by submitting to the Board a self-appraisal of his performance during that period. This self-appraisal shall address performance related to each of the goals and objectives set by the Board for the preceding year. After Dr. Shannon has submitted the self-appraisal to the Board, the Board shall evaluate his performance for the previous year based on his achievement of the goals and objectives, and to a lesser extent, such other criteria the Board deems appropriate. To aid the Board in its annual performance review, the President agrees to furnish to the Board such additional oral or written reports as it may request.

For the self-appraisal due on or before July 1, 2027, Dr. Shannon shall address his contributions in his first six months towards fulfillment of the University strategic plan and accountability report, as well as actions taken to establish himself in the University and greater Jacksonville community and develop relationships with state-level governmental leadership. The Board shall then evaluate his performance from January 4, 2027 to June 30, 2027.

Section 4.0 Compensation.

Section 4.1 Annual Base Salary. As compensation for the services to be performed by Dr. Shannon pursuant to this Agreement, the Board shall pay Dr. Shannon an initial annual base salary of \$750,000.00. No more of this amount than is allowed by Florida Statutes shall be paid from public funds. The base salary shall be payable according to the pay plan for executive service employees at the University, with appropriate deductions for taxes and benefits. The Board shall review Dr. Shannon's compensation in connection with the annual evaluation of his performance, as set forth in Section 3.2 of this Agreement, and in its discretion may increase (but not decrease) the Annual Base Salary.

Section 4.2 Deferred Compensation. While employed as University President, Dr. Shannon shall receive annual deferred compensation equal to 20% of his initial annual base salary, payable quarterly. To the maximum extent possible, this sum shall be provided through qualified plans (e.g., 403(b), 457, etc.). The material terms of the plan document shall provide for credited deferred compensation to be payable: (1) at the end of the initial contract term; or (2) upon

involuntary termination without cause of Dr. Shannon; or (3) Dr. Shannon's death or permanent disability while in office; and shall further provide that the credited deferred compensation will be entirely forfeited if the President were to voluntarily resign prior to the end of the initial contract term or in the event the President were terminated for cause.

Section 4.3 Incentive Compensation. Except as modified in the second paragraph of this Section, at the time of the President's annual evaluation by the Board as provided in Section 3.2, the Board may award Dr. Shannon an annual performance bonus of up to 30% of his then current annual base salary contingent upon the availability of funds, based on the Board's evaluation, in its sole discretion, of Dr. Shannon's achievement of the goals and objectives set by the Board for that year. Dr. Shannon must be employed on the July 1 immediately following the period being evaluated to be eligible for incentive compensation for the prior 12-month period.

For the annual performance bonus that may be awarded for the period of January 4, 2027 through June 30, 2027, the maximum amount that may be awarded is \$50,000.00. The amount awarded is based on the Board's evaluation, in its sole discretion, of his performance in that period.

Section 5.0 Benefits.

Section 5.1 Standard Benefits. While employed as University President, Dr. Shannon shall be eligible to participate in all present and future benefit plans maintained by the University for executive service employees. Such benefits shall include, without limitation, health care, disability and life insurance programs, retirement plans, tax-deferred savings plans, flexible spending accounts, and vacation and sick leave.

Section 5.2 Business/Travel Expenses. While employed as University President, the University shall cover the cost of Dr. Shannon's reasonable business expenses, including professional dues, meetings, business travel, and entertainment, including travel for the President's spouse or partner where attendance of same is in the best interests of the University. All travel expenses paid with state funds shall conform to the laws of the State of Florida, University regulations, and University travel policies.

Section 5.3 Automobile. While employed as University President, the University shall provide Dr. Shannon with a monthly automobile allowance of \$1,250.00

Section 5.4 Relocation Expenses. The University shall provide a one-time payment of \$50,000.00 for transition and relocation-related expenses.

Section 5.5 Club/Association Memberships. The University will provide, from non-state funds, a one-time allowance of up to \$5,000.00 for the initiation fee associated with a River Club membership and will additionally provide payment of the annual membership dues. If the University obtains the initiation fee on a complimentary basis, Dr. Shannon shall not be entitled to any amount under this Section 5.5. The University may explore other opportunities during the term

of the Agreement for additional and necessary memberships. If so, the Board Chair may approve additional memberships.

Section 5.6 Documentation. Dr. Shannon shall provide receipts and other supporting documentation for all expenses for which he is seeking reimbursement, in accordance with University or UNF Foundation policies.

Section 6.0 Housing. Dr. Shannon shall receive a housing allowance in the amount of \$60,000.00 per year, payable bi-weekly. The housing allowance shall discontinue should a University presidential house be constructed and made available for use by the President. Such house shall be maintained at the University's expense, including grounds-keeping, repairs, housekeeping services, and general maintenance and all related expenses.

Section 7.0 Outside Activities. Dr. Shannon agrees to faithfully, industriously, and with maximum application of experience, ability, and talent, devote full-time attention and energies to his duties as President. The expenditure of reasonable amounts of time for personal or outside business, as well as charitable and professional development activities, shall not be deemed a breach of this Agreement, provided such activities do not interfere with the Duties. Dr. Shannon shall not engage in any activity that may be competitive with or adverse to the best interests of the Board and the University.

With prior approval from the Board Chair, and subject to state statutes regarding conflicts of interest/commitment, Dr. Shannon may serve on up to two (2) boards of directors of for-profit corporations. Any and all income or other compensation earned by Dr. Shannon in connection with board service shall be paid to and retained by him, and such income or other compensation shall have no effect on the amount of salary, compensation, and benefits he is otherwise entitled to receive hereunder. Dr. Shannon shall use annual leave when attending to matters pertaining to such personal service if it is during normal work hours. Dr. Shannon may also serve on any national, state or local boards which further the interests of UNF and such service shall not be deemed personal in nature.

Section 8.0 Termination/Resignation.

Section 8.1 Termination for Cause. Notwithstanding anything in this Agreement to the contrary, the parties agree that the Board may terminate this Agreement at any time for Cause. For purposes of this Agreement, "Cause" shall mean conduct reasonably determined by a majority of the Board of Trustees to be: (a) malfeasance or gross negligence by the President in the performance of assigned duties; or (b) actions or omissions by the President that are undertaken or omitted and are criminal or fraudulent or involve material dishonesty or moral turpitude; or (c) the indictment of the President in a court of law for any felony, or any other crime involving misuse or misappropriation of University resources; or (d) misconduct connected with work; or (e) a material breach of this Agreement that damages the University. In the event this Agreement is terminated for Cause, President's employment as President shall cease immediately, and President

shall not be entitled to any further employment. In addition, President shall not be entitled to any further compensation or benefits under this Agreement, except as provided by law (i.e., COBRA), and as set forth in the University's benefit plans with respect to vested rights after termination of employment.

Section 8.2 Termination Without Cause. The Board, by majority vote, may terminate this Agreement without cause at any time for the convenience of the University upon the lesser of ninety (90) days prior written notice to Dr. Shannon or the remaining term of the contract. In that event, Dr. Shannon shall leave the University altogether and receive a lump sum payment equal to twenty weeks of base salary and all accrued deferred compensation as of the date of termination. Dr. Shannon's death or permanent disability as defined in Section 8.3, shall not constitute termination without cause.

Section 8.3 Permanent Disability/Death. In the event Dr. Shannon is unable to complete the term of this Agreement due to disability as defined in section 409A of the Internal Revenue Code, he shall be entitled to receive the amounts payable under the university's short term disability policy and continue to receive his base salary until his long-term policy begins payment, not to exceed 90 days.

In the event of Dr. Shannon's death during the term of this Agreement, the Agreement shall terminate on the date of death, and his estate shall receive any benefits to which he is entitled under this Agreement.

Section 8.4 Termination by President. The President may terminate this Agreement at any time prior to its expiration without cause, provided that the President gives ninety (90) days prior written notice to the Board. Upon receiving notice from the President, the Board Chair may waive any portion or the entire notice period at the Chair's discretion and terminate this Agreement earlier. If this Agreement is terminated pursuant to Section 8.4, the President shall not be entitled to any further compensation or benefits under this Agreement, except as required by law and as set forth in the University's benefit plans with respect to vested rights after termination of employment.

Section 9.0 Dispute Resolution. The Board and Dr. Shannon agree that if any dispute arises concerning this Agreement, they will first attempt in good faith to resolve the dispute to their mutual satisfaction within 60 days. If they are unable to do so, the Board and Dr. Shannon agree that they will submit the dispute within 30 days following the end of the informal resolution period, to binding arbitration in Jacksonville, Florida, in accordance with the Commercial Arbitration Rules of the American Arbitration Association then in effect.

The Board and Dr. Shannon agree that an arbitrator may not be a University employee or have any material ongoing relationship with the University. The filing fee and all costs of the arbitration and the arbitrator(s) fees shall be divided equally between the parties. Each party shall bear its own costs of any legal fees associated with the dispute and the arbitration proceeding. No prevailing party shall be entitled to receive its attorney's fees or costs from the other party.

Section 10.0 Notice. Unless and until changed by a party giving written notice to the other, the addresses below shall be the addresses to which all notices required or allowed by this Agreement shall be sent:

If to the University: Chair, Board of Trustees University of North Florida 1 UNF Drive Jacksonville, FL 32224		If to Dr. Shannon: Dr. Shannon, President University of North Florida 1 UNF Drive Jacksonville, FL 32224
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Section 11.0 Severability/Waiver. If any portion of this Agreement shall be held to be invalid, inoperative, or unenforceable, then, so far as possible, effect shall be given to the intent manifested by the portion held invalid, inoperative, or unenforceable, and the remainder of this Agreement shall remain in full force and effect. No waiver or failure to enforce any or all rights under this Agreement by either party on any occasion shall constitute a waiver of that party's right to assert the same or any other rights on that or any other occasion.

Section 12.0 Governing Law. This Agreement shall be interpreted and construed, and the rights and obligations of the parties hereto shall be determined in accordance with the laws of the State of Florida, excluding its choice of law rules.

Section 13.0 Counterparts. This Agreement may be executed in counterparts, and by the parties on separate counterparts each of which, when so executed, shall constitute but one and the same instrument.

Section 14.0 Modification of Agreement. This Agreement represents the complete understanding of the parties and supersedes any previous or contemporaneous written or oral representations made by either party. There are no other promises, understanding, obligations, inducements, undertakings, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement. This Agreement may be modified or amended only by mutual written consent of the parties.

Section 15.0 Personal Contract. The obligations and duties of Dr. Shannon shall be personal and not assignable or delegable in any manner whatsoever. This Agreement shall be binding upon and inure to the benefit of Dr. Shannon and his executors, administrators, heirs, successors, and permitted assigns, and upon the University and its successors and assigns.

Section 16.0 No Trust Fund. Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that Dr. Shannon acquires a right to receive payments from the University under this Agreement, the University's obligation to make such payments represents an unfunded promise or covenant to pay such amount running from the University to Dr. Shannon.

Section 17.0 Understanding of the Agreement. Both parties represent that they have thoroughly read this Agreement, that they understand it to be a binding contract, that they understand each provision, term, and condition of this Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms.

Section 18.0 Disclosure of the Agreement. Both parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided for by law.

Section 19.0 Section 409A. The parties intend that benefits under this Agreement are to be either exempt from, or comply with, the requirements of Section 409A of the Internal Revenue Code and the regulations issued thereunder ("Section 409A"), and this Agreement shall be interpreted and administered in accordance with the intent that Dr. Shannon not be subject to tax under Section 409A. If any provision of the Agreement would otherwise conflict with or frustrate this intent, that provision will be interpreted and deemed amended so as to avoid the conflict. Any reference in this Agreement to "termination of employment", "separates from service" or similar phrase shall mean an event that constitutes a "separation from service" within the meaning of Section 409A. All reimbursements and in-kind benefits shall be provided in accordance with Treasury Regulation Section 1.409A-3(i)(iv).

Section 20.0 General Cooperation Covenant. Without limitation of the obligations specified in the Agreement, applicable University rules, regulations, policies and procedures, Dr. Shannon agrees to cooperate fully in any review or investigation involving University matters in which he may possess pertinent information. This Obligation shall survive the expiration or earlier termination of this Agreement.

Section 21.0 Miscellaneous. The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms "Board," "Board of Trustees" and "University" or "UNF" as used herein, where applicable or appropriate, shall be deemed to include or refer to any duly authorized board, committee, or officer of said entity. Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely.

Section 22.0 Board of Governors Confirmation. This Agreement is subject to and shall not be enforceable until confirmation by the Florida Board of Governors.

IN WITNESS WHEREOF, the President and the authorized representative of the Board of Trustees have executed this Agreement on this _____ day of _____, 2026.

Executed By:	_____ Clarence S. Moore, Chair UNF Board of Trustees	_____ Date
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Appointment Accepted:	_____ Dr. Michael P. Shannon President	_____ Date
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