

Richard J. Federinko, Ph.D.
222 Windward Lane
Dadeville, AL 36853

September 15, 2010

Mrs. Florine Tousant Milligan
Chair, Search Advisory Committee
P.O. Box 10
State University, AR 72467

Dear Chair Milligan & Search Advisory Committee Members:

Please accept this letter and enclosed resume with listed references as my formal application for the position of President of the Arkansas State University System. I am optimistic that my leadership of and within diverse and complex academic institutions and systems has ideally prepared me to provide effective vision, leadership, and advocacy for a system such as that of Arkansas State University. In addition, I believe that the listed references, or any current or former colleagues you choose to contact, will confirm that my qualifications, experiences, and characteristics match that which you seek in the next President.

You will observe from my information that I am currently a Senior Vice Chancellor of Student Services and Administration at Troy University. In addition, I am a former successful college president of three institutions: Middle Georgia College, Chattahoochee Valley Community College, and Southern Union State Community College. Prior to my presidencies, I advanced in positions from staff, to faculty, to chair and director, and to dean. I have therefore worked on the front lines of customer service, to the front lines of the classroom, to the front lines of the community at large. Consequently, I feel the breadth and depth of my experiences at five community colleges, one state college, and at three university campuses have been invaluable and professionally enriching. In particular, having worked at several multi-campus institutions, within the large, institutionally diverse University System of Georgia, and in a large, complex, global institution such as Troy University, I feel, affords me appropriate preparation for leading a system the size and scope of Arkansas State University.

Troy University is a complex, doctoral granting, global university of 31,000 students, with a traditional, residential, main campus in Troy with Division I athletics, three additional comprehensive Alabama commuter campuses (formally separately accredited), sixty advising and teaching sites in seventeen states and eight countries, and over 12,000 students taking on-line courses. As one of four senior vice chancellors reporting to the chancellor of this institution, I am charged to lead the areas of traditional student services, instructional technology, legal services, governmental relations, community college relations, planning and research and state-wide articulation. I also have been the lead person representing the institution with legislative and media inquiries, representing the chancellor during his absence, and responding to complaints and problems which reach the chancellor's office. Serving my alma mater is exciting and challenging and has been a meaningful learning experience; however, I would like to

capitalize on my more recent experiences and complete my last working decade in a higher level position within higher education.

In addition, prior to joining Troy University, I led the academic transformation of Middle Georgia College's move from a Level I institution to a Level II state college. At MGC, we had the opportunity to research and document a case for offering BS degrees for either regional workforce needs and/or for local or state-wide economic development needs. Our proposal included the RN to BSN degree as well as Early Childhood Education which for a rural area was easy to document. Our more challenging proposal was to advocate MGC's merging with a local aviation technical college, governed by a separate board, and then offering BS and BAS degrees in aviation once the COC accreditation was secured. No public aviation education existed in the state at the BS level which was odd given that aviation is the driving economic engine in Georgia. Thus MGC was approved to become the "Georgia College of Aviation" as a state college. Consequently, we had a substantive change visit for the merger as well as for the level change by two teams simultaneously. Achieving approval was especially rewarding since the technical college absorbed was not COC accredited. Thus, I can document that I have been through the early trials of defining and achieving a new focus for a community college as a new, four-year, state college.

As for the qualities and characteristics required for the new president, I feel confident that I possess what you are seeking. I am a strong but caring leader who is absolutely honest, trustworthy, and protective of the academic quality and reputation of the institution. While I am not perfect, I attempt to represent the characteristics you seek on a daily basis. In fact, I once moved to another college and state to avoid the leadership of someone I judged to be void of integrity, an individual who was subsequently indicted and convicted.

As for my successes, I learned from every move and every presidency and became more mature over time. I now surround myself with skillful people and motivate them by their knowing that I support them and will empower them, urge them to be creative and innovative, and will help them develop and advance. I believe that most everyone has a place in the organization, but sometimes we have to work to find a better fit for an individual. But for those that cannot contribute at the desired level of quality and customer service or teaching standards, then we have to be strong enough to initiate change. I also have a record of working with a focused effort to achieve student and workforce diversity that mirrors the community we serve.

I believe that I am a good listener and that I do open channels of communication. Colleges have so many bright employees, particularly among the faculty, whose ideas need to be heard and their questions answered. As supervisors, we should set parameters, but, as professionals, we need to give people the freedom to work creatively and independently as well as in teams without micro-management. Also a part of listening is to hear all sides and to gain appropriate input for decision making. Often, more than not, attitudes are far better among those that feel they are at least heard.

I hope that, from an analysis of my resume, you will note the strength of experiences I enjoy in planning, budgeting, lobbying, accreditation, and appreciation for international education. Troy

is not only world-wide, but we have over 800 international students on the main campus with many more at other sites. In addition Troy is known for its creative, innovative, entrepreneurial spirit and thinking. We are also strong stewards and participants in many collaborative and contractual ventures that are great revenue engines. Finally, Troy too is moving toward increased emphasis on research as more doctoral programs are added.

I genuinely feel that my energy, interests, and background will enable me to be a positive, logical fit for the Presidential position of the Arkansas State University System, particularly with my varied background of supporting the academic missions of universities and community and technical colleges. I hope that you will decide to meet with me personally to discuss the opportunities and challenges of the position.

Sincerely,

A handwritten signature in black ink that reads "Richard J. Federinko". The signature is written in a cursive, flowing style.

Richard J. Federinko, Ph.D.

Enclosure

RICHARD J. FEDERINKO

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334.268.9091 (cell)
256.307.1226 (home)

EDUCATION

Ph.D.

FLORIDA STATE UNIVERSITY

TALLAHASSEE, FLORIDA 1979

Major: Higher Education Administration

Emphasis: Student Personnel Administration

Professor: Dr. Melvene D. Hardee

M.S.

TROY STATE UNIVERSITY

MONTGOMERY, ALABAMA 1977

Major: Guidance and Counseling

Emphasis: Student Personnel Administration

Professor: Dr. Martha L. Johnson

B.S.

TROY STATE UNIVERSITY

TROY, ALABAMA 1973

Major: Business Administration & Management

Diploma

CHAVALA HIGH SCHOOL

Scale, Alabama 1970

Honor Graduate

HIGHER EDUCATION EXPERIENCE

SENIOR VICE CHANCELLOR FOR STUDENT SERVICES AND
ADMINISTRATION

JANUARY 2008-PRESENT

Troy University

Troy, Alabama

- *Serve as the chief supervisor of student services and select administrative operations for the main campus in Troy, as well as campuses in Phenix City, Montgomery, and Dothan, and for the University's Global Campus which is currently located at sixty sites in 17 states, 8 countries, and on-line. University-wide areas of responsibility include: Institutional Research, Planning, and Effectiveness; Information Technology; Government Relations; Community College Relations; Legal Services; Student Services; and statewide transfer and articulation. Implemented eConnections on-line programs with Alabama's community colleges, assisted with completion of merging three universities into one, secured key legislation regarding trustee districts, and approval to award the doctorate degree. IT department is partnering with CGI and progressing toward the University being paperless and assisting with the goal of having all courses on-line by 2015. Student Services constructed a new Fraternity Village and initiated a civility campaign institution-wide. Through Enrollment Services, implemented strategies to recruit the home schooled, National Guard and Veterans, and on-line students world-wide. Troy University is a doctoral level institution and enrolls over 31,000 students of whom 12,000 take at least one on-line course, has an operating budget of \$253 million, employs 1600 personnel full-time, disburses over \$264 million in financial aid, houses over 2,000 students, and offers Division I athletics as a member of NCAA and the Sun Belt Athletic Conference.*

PRESIDENT*Middle Georgia College***JULY 2002-DECEMBER 2007***Cochran, Georgia*

- *Served as CEO of a comprehensive public two-year college with select bachelor degrees and a historical residential campus in Cochran established in 1884, a full-service commuter center in Dublin, and the Georgia Aviation Campus in Eastman. The College was noted for its BS degree programs in Aviation, Management, Nursing, and Education; the Georgia Academy of Aviation, Mathematics, Engineering & Science (GAMES), and its commitment to distance learning with 40% of its students taking on-line courses. Infused Second Life into selected courses, and had three associate degrees developed 100% on-line and initiated development of the RN to BSN and the Logistics Management degrees 100% on-line by 2009. MGC was also Georgia Tech's largest feeder institution. The three-campus college had over 3,500 students with 1,850 in residence, 350 full-time personnel, 69 buildings, and an annual operating budget of over \$30 million. Both college and residence enrollments increased by over 50% in five years during which time the college completed and initiated over \$105 million in new construction and renovation of facilities, merged with a technical college, and moved to a Level II degree granting status. Minority enrollment increased from 18 percentage points to 40 percentage points in a five-year period. Activated Phi Theta Kappa. Placed emphasis on fine and performing arts; initiated dance program. Led college through SACS reaffirmation and two substantive change visits.*

PRESIDENT*Chattahoochee Valley Community College***AUGUST 1993-JUNE 2002***Phenix City, Alabama*

- *Served as CEO of a urban public two-year college (established in 1973) which had over 2,200 students, 85 full-time personnel, and an annual operating budget of \$9.6 million. The college enrollment grew by 33% in nine years. Co-chaired community project to secure funds for and build an amphitheatre for the entertainment venue of the 1996 Olympic Softball Competition held in Columbus, GA. Collaborated with Troy University--Phenix City to provide seamless higher education opportunities from AS to BS degree completion. Led college through SACS reaffirmation visit with only three recommendations received. Activated Phi Theta Kappa and the Foundation.*

PRESIDENT*Southern Union State Junior College***JANUARY 1986-AUGUST 1993***Wadley, Alabama*

- *Served as CEO of a public, residential two-year college (established in 1922) with three campuses, 3300 students, 125 full-time personnel and an annual operating budget of \$13 million. The college enrollment grew by over 100% in seven years. Established new campus to expand opportunities, particularly in Nursing. Reactivated Foundation and Phi Theta Kappa and led college through SACS reaffirmation.*

DEAN OF ADMINISTRATIVE SERVICES*James H. Faulkner State Junior College***MARCH 1984-JANUARY 1986***Bay Minette, Alabama*

- *Served as dean of all administrative services that included the business office, human resources, planning, residence halls, food services, bookstore, maintenance, and security. Also served as assistant to the president and represented the president as needed.*

CHAIR OF SOCIAL SCIENCE DIVISION, PSYCHOLOGY INSTRUCTOR & DIRECTOR OF EVENING DIVISION AND OFF-CAMPUS CENTERS*Lurleen B. Wallace State Junior College***JUNE 1982-MARCH 1984***Andalusia, Alabama*

- *Supervised, scheduled, and evaluated social science division instructors; taught two psychology courses per term; supervised, scheduled and evaluated all part-time, evening instructors.*

GREENVILLE CENTER DIRECTOR & PSYCHOLOGY INSTRUCTOR*Lurleen B. Wallace State Junior College***NOVEMBER 1981-MAY 1982***Greenville, Alabama*

- *Established off-campus center from its inception; operated center and supervised, scheduled, and evaluated all full-time and part-time instructors for initial student body of 200 students; taught two psychology courses per term.*

**DIRECTOR OF PLANNING AND INSTITUTIONAL
RESEARCH & PSYCHOLOGY INSTRUCTOR**
Lurleen B. Wallace State Junior College

NOVEMBER 1979-OCTOBER 1981

Andalusia, Alabama

- *Developed college's first planning and research office; taught two psychology courses per term. Assisted writing Title III grants.*

EDUCATION SPECIALIST (Temporary)
U.S. Army Missile & Munitions Center and School

APRIL 1979-OCTOBER 1979

Redstone Arsenal, Alabama

- *Developed twenty-six competency-based learning modules for instructors of the TOW missile system.*

**ASSISTANT TO THE VICE PRESIDENT OF STUDENT AFFAIRS &
Academic Advisor (Graduate Assistant)**
Florida State University

SEPTEMBER 1977-MARCH 1979

Tallahassee, Florida

- *Performed special tasks for the Vice President, conducted disciplinary cases and hearings, and assisted with academic advising.*

ASSISTANT DEAN OF STUDENT AFFAIRS
Troy State University

MARCH 1976-SEPTEMBER 1977

Montgomery, Alabama

- *Served as assistant to the Vice President of Student Affairs for an urban, evening university and as the student affairs officer for the areas of admissions, records, and financial aid for a school of nursing associate degree program which had 250 students.*

DIRECTOR OF ALUMNI & DILL RESIDENCE HALLS
Troy State University

JUNE 1971-AUGUST 1973

Troy, Alabama

- *Managed all personnel and activities associated with Dill Hall which had 200 male residents and Alumni Hall which had 500 male residents, including intercollegiate athletes.*

PRIVATE INDUSTRY EXPERIENCE

TERRITORY MANAGER
Burroughs Corporation

OCTOBER 1974-FEBRUARY 1976

Montgomery, Alabama

- *Sold, programmed, and installed computers and accounting machines throughout the rural blackbelt counties in Alabama.*

ZONE MANAGER
Redman Industries, Inc.

AUGUST 1973-SEPTEMBER 1974

Americus, Georgia & Grand Island, Nebraska

- *As a factory representative, sold mobile homes throughout the Southeast and the Midwest.*

PART-TIME EXPERIENCE

FARM HAND, LABORER, AND MAINTENANCE WORKER
Bobby Jones Farms
Jim Tyra Farms
Joe Jones Mobile Homes
Ft. Mitchell Mobile Home Park

AUGUST 1964-JUNE 1973

Seale, Alabama

Ft. Mitchell, Alabama

Columbus, Georgia

Ft. Mitchell, Alabama

CARPENTER HELPER
Mid-South Construction Co.

NOVEMBER 1972-DECEMBER 1972
West Point, Georgia

CONSTRUCTION INSULATOR
Covil Insulation Co.

JUNE 1969-AUGUST 1969
Columbus, Georgia

METAL SHOP BRAKEMAN ASSISTANT
Lumas Industries

JUNE 1968-AUGUST 1968
Columbus, Georgia

AWARDS AND HONORS

- Phi Theta Kappa Bennett Distinguished President (one of three)
- Troy State University Alumnus of the Year
- Phi Theta Kappa Honorary Member (FSJC, SUSJC, CVCC & MGC)
- Outstanding Young Man of America
- Phi Delta Kappa – FSU Honor Graduate Student
- Who's Who Among Students in American Universities & Colleges
- Omicron Delta Kappa, Charter Member
- Kappa Omicron Honor Society
- Argonaut Sophomore Honor Society
- Presidential Appointment to U.S. Military Academy (competitive)
- Boy's State
- All-State 2A Football
- National Merit Semifinalist

ACTIVITIES & MEMBERSHIPS (WORK RELATED)

- SACS-COC Commissioner (2000-2002) (2009-2011)
- Coca-Cola Scholars Foundation National Scholarship Committee (2007-2011)
- National Junior College Athletic Association (NJCAA) Board of Directors & Standards and Ethics Committee (2006-2008)
- Alabama Business Council (2008-2009)
- Chancellor's Fellow Mentor (2008-2010)
- Aviation Implementation Team for Georgia (2007)
- Heart of Georgia Regional Educational Service Agency (RESA) Member (2002-2008)
- Middle Georgia College Foundation, Inc., Board Member (2002-2008)
- Alabama Distance Learning Consortium Board Member (2000-2002)
- Council of Colleges & University Presidents Community College Representative (1999-2002)
- CVCC Foundation, Inc., Board Member (1997-2002)
- Alabama College System Presidents' Association Past President (1987 and 1997)
- Alabama College System Committees (1996-2002)
Funding, Policy, Institutional Management, Legislative, & Futures Task Force
- Alabama Junior and Community College Conference Board Member and Past President (1996-2002)
- State Literacy Workforce Development Council (1996-2002)
- Alabama Adult Basic Education & Community Education Advisory Council (1993-2002)
- Lurleen B. Wallace State Junior College Presidential Search Committee Chair (1993)
- SUSJC Foundation, Inc., Board (1987-1993)
- UAB Graduate Department of Nursing Ad Hoc Assistant Professor (1992)
- National Council of Community College Business Officials Region IX Representative (1985-87)
- Alabama College Association Past President & Executive Committee Member (1984-1987)
- Association of Alabama College Administrators Past President (1985)

ACTIVITIES & MEMBERSHIPS (COMMUNITY RELATED)

- Park Memorial United Methodist Church (2008-2010)
- Montgomery Area Chamber of Commerce (2008-2010)
- Cochran-Bleckley County Chamber of Commerce (2002-2008)
- Cochran Rotary Club (2002-2008)
- Phenix City – Russell County Chamber of Commerce Board of Directors (1998-2002)
- Columbus Bank & Trust of Russell County Board of Directors (1993-2002)
- Phenix City Rotary Club (1993-2002)

- Phenix 2000 Board of Directors (1993-2000)
- Help the Hooch (1998-1999)
- Phenix Forward Committee (1997-1998)
- Russell County School System Strategic Planning Board (1998)
- Phenix City Riverwalk Committee (1994-1996)
- Amphitheater Committee for Phenix City Chair (1994-1995)
- American Heart Association (1990-1994)
- Development Board Member, Former Chair of Plains Region, Former Chair of East Central Region and Randolph County Development Chair (1992-1993)
- Auburn School System Strategic Planning Board (1993)
- Auburn Chamber of Commerce (1986-1993)
- Cottaquilla Council of Girl Scouts, Inc., Board of Directors (1987-1993)
- First Bank of Wadley Board of Directors (1990-1993)
- Leadership Randolph County Program Director (1993)
- Kiwanis Club of Randolph County (1986-1993)
- Opelika Chamber of Commerce (1986-1993)
- Randolph County Industrial Development Board (1992-1993)
- Randolph County United Way Board of Directors (1988-1993)
- Valley Chamber of Commerce (1986-1993)
- Wadley Industrial Development Board Chair (1989-1993)
- Randolph County Chamber of Commerce Board of Directors (1989-1992)
- Leadership Opelika Charter Member (1991)
- Kiwanis Club of Bay Minette (1984-1986)
- Andalusia Arts Council Director (1982-1984)
- Andalusia Chamber of Commerce (1982-1984)
- Lions Club of Andalusia (1980-1984)

SACS REAFFIRMATION AND SUBSTANTIVE CHANGE COMMITTEE VISITS

Chair of Committee:

Winthrop University, NC (scheduled 2011)
 Texas A&M University – Texarkana, TX 2010
 Dyersburg State Community College, TN 2007
 Texarkana College, TX 2005
 Copiah-Lincoln Community College, MS 2004
 South Louisiana Community College, LA 2004
 Cedar Valley College, TX 2003
 Weatherford College, TX 2001
 Cabarrus College of Health Sciences, NC 2000
 Richard Bland College, VA 1998
 New River Community College, VA 1997
 Gwinnett Technical Institute, GA 1996
 East Mississippi Community College, MS 1996
 Wayne Community College, NC 1995
 Galveston College, TX 1994

Member of Committee:

Sand Hills Community College, NC 1993
 South Florida Community College, FL 1992
 Southeast Community College, KY 1991
 McDowel Technical Community College, NC 1990
 Floyd College, GA 1989
 Tomlinson College, TN 1988
 Cecils College, NC 1987

PUBLICATIONS

- Federinko, R.J. A President's Perspective: A Rationale and a Strategy for Building a Performance Appraisal Program. In B.B. Burkhalter & J.A. Buford (Eds.), Performance Appraisal: Concepts and Techniques for Postsecondary Education. Washington, D.C.: The American Association of Community and Junior Colleges, 1989.
- Federinko, R.J. A Study of the Relationships Between Selected Academic Variables and Performances on the State Board Test Pool Examination for Graduates of an Associate of Science Degree Nursing Program at Troy State University in Montgomery (Doctoral dissertation, Florida State University). Dissertation Abstracts International, 1979.

PERSONAL

Birth: February 9, 1951; Fort Benning, Georgia.
 Marital Status: Married to former Patricia Launius who is a part-time, on-line community college English and Art Instructor who has developed from inception three Internet courses; we have five children.
 Military Service: Received Medical Discharge from US Military Academy 10/26/70.

REFERENCES

Dr. James W. Carr
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 Harding University
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jmcelveen@mgc.edu

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seth.hammett@alhouse.org

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 President of Faculty Senate &
 Associate Professor of Political Science
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