

Laurence B. Alexander  
[REDACTED]  
[REDACTED]

November 22, 2012

Ms. Marion Frenche  
Greenwood/Asher & Associates, Inc.  
UAPB Chancellor  
42 Business Center Drive, Suite 206  
Miramar Beach, FL 32550

Dear Ms Frenche,

Thank you for contacting me about the outstanding leadership opportunity available as Chancellor of the University of Arkansas at Pine Bluff. As a parent of two students at Historically Black Institutions and as an educator with more than 25 years of experience at highly ranked institutions, I am aware of the great prestige of UAPB and I am encouraged by the dynamic promise and prospect for its future. I am acquainted with UAPB's reputation in the state and region, its renowned faculty and excellent academic programs across the institution. I am attracted by the institution's its location, the significant engagement and partnerships, and the great opportunities that they present for development and fundraising. The breadth of my university administration experience over the last 25 years has prepared me to lead an institution like UAPB. After previous tenures at large metropolitan universities in New Orleans and Philadelphia, I've developed a significant academic administrative portfolio in Gainesville, Florida, that spans undergraduate, graduate and professional education. I would welcome the opportunity to leverage the prior success of UAPB to build on the outstanding past of the university.

I believe that my strengths and experience in higher education are aligned with the qualifications for the position. I have served successfully as a Department Chair in a major top-ranked program, a Provost Administrative Fellow in the Academic Affairs Office of a top-tiered 50,000-student AAU (Association of American Universities) land-grant institution with a major Health Sciences Center and healthcare network, and a senior-level academic administrator in university-wide academic roles akin to an Associate Provost, through working as Associate Dean of a 12,000-student Graduate School and as Director of the Office of Graduate Minority Programs. Currently, I am a Fellow for the 2012-2013 Southeastern Conference Academic Consortium Academic Leadership Development Program.

Given the breadth of my experience at major institutions, I would be honored to serve on behalf of the University of Arkansas President and Board of Trustees, and to join with the faculty, staff and other administrators in working collaboratively to fulfill the responsibilities of the Chancellor to "build upon the current foundation of learning, collegial relationships and shared governance to provide leadership in continuing development and implementation of UAPB's Strategic Plan." As the Chancellor, I would also "seek to recognize and foster the mission of UAPB based upon its history as a land-grant institution, its HBCU character and promote its 'Flagship of the Delta' values of justice, fairness, ethics, leadership and service."

I have enclosed for your consideration my curriculum vitae and I have attached an explanation of how my experience matches the position requirements. I look forward to the opportunity to discuss this position with you.

Sincerely,

Laurence B. Alexander, J.D., Ph.D.  
Associate Dean, UF Graduate School  
Professor, UF College of Journalism and Communications  
12th Distinguished Alumni Professor  
Distinguished Teaching Scholar  
Research Foundation Professor

**LAURENCE B. ALEXANDER, J.D., PH.D.**

**QUALIFICATIONS AND EXPERIENCE**

**ACADEMIC CREDENTIALS SUFFICIENT TO ENGENDER COOPERATION AND RESPECT FROM THE STATE LEGISLATURE, LOCAL, REGIONAL, AND STATE-WIDE BUSINESS COMMUNITIES, AND AM&N/UAPB ALUMNI, FACULTY, STAFF, AND STUDENTS**

I have had a long and distinguished record in higher education involving teaching, research, service and administration. Thanks to the past commitment at University of Arkansas at Pine Bluff to the city, region and state, the university has been successful in securing partnerships that promoted economic development. The next Chancellor will need to leverage that success to enhance the university's development and academic engagement profile. If I am selected as the next Chancellor, I would look forward to leading the university's efforts to through engagement, partnerships, collaborative educational efforts, fostering grants that will leverage the community ties to bring in research funds.

My prior engagement experiences have contributed greatly to my commitment to champion the role of higher education in advancing economic development. At a department chair at UF, I led the Journalism Department External Advisory Council, a group of alumni, donors and friends. I also worked with schools in Florida through the Florida Scholastic Press Association, which was headquartered in our department and the Summer Journalism Institute, a weeklong residency program to train and recruit high school students. Later, I successfully engaged external constituents through the UF foundation, alumni association and athletic association as a Distinguished Alumni Professor, an Alumni Association Board member and as an Athletic Association Board member. I also engaged the campus students and the local community as Chair of the Board of Directors of the Independent Florida Alligator. As Graduate School Associate Dean, I have helped broaden and deepen partnerships with the Florida Education Fund and with other higher education institutions through NSF-funded alliances.

While a faculty member and administrator at Temple University, I reached out to corporate leaders at The Philadelphia Inquirer to assist the department with guest speakers, student resume critiques, one-on-one meetings with editors, and student internships and shorter term work opportunities. Also, I represented the university in reaching out to The Philadelphia Daily News as a partner in the Dow Jones Summer Institute for high school students. The partnership aided the newspaper with student workshops on ethical and legal issues, and the university gained access to the students for recruitment purposes.

Moreover, my role in community engagement and my perspectives on fundraising were greatly enhanced through my selection as UF's Distinguished Alumni Professor. As a result of my ambassadorial role as the alumni professor, my commitment to major-gift fundraising, and my depth of knowledge of development gained through various courses and workshops, I would arrive in Pine Bluff, Arkansas, ready and willing to work with the development team to hit the ground running to begin stewarding gifts already received by the university, cultivating previously identified prospects, and identifying new potential donors for cultivation.

**AN EARNED DOCTORATE OR EQUIVALENT TERMINAL DEGREE**

I earned a Ph.D. at Florida State University and I also earned a J.D. at Tulane University. I rose through the ranks to earn tenure and promotion from assistant to associate professor and from associate to full professor at UF, an AAU institution.

**A PROVEN TRACK RECORD FOR BUILDING AN ACCOMPLISHED, TALENTED, AND DIVERSE SENIOR LEADERSHIP TEAM AND UNDERSTANDS THEIR ROLE AS LEADER, IN A CORPORATE MODEL OF AN HISTORIC ACADEMIC INSTITUTION**

My involvement in hiring various high-level university employees has been extensive. I am pleased to report that I have been entrusted with the shared responsibility of hiring senior academic and non-academic leaders at UF. As such, I have gained experience on more than a dozen search committees, including one for the Provost and Senior VP for Academic Affairs and various other leaders. Currently, I am the chair of a search committee for a Senior Associate Dean in the College of Journalism and Communications.

#### **DEMONSTRATE PROGRESSIVELY RESPONSIBLE ADMINISTRATIVE/MANAGERIAL EXPERIENCE IN HIGHER EDUCATION**

At the University of Florida, I have had increasingly significant academic administrative and budgetary responsibility. In fact, I have served more than two decades as a faculty member and administrator at one of the largest and most complex research universities in the nation, the University of Florida. My experience with a diversified broad-based academic portfolio containing all 16 colleges at UF has prepared me to be an outstanding Chancellor at UAPB. I would bring to the position more than 12 successful years of progressive academic leadership experience in large, dynamic universities. My administrative experience includes service as the Director of the Journalism Program in the English Department at the University of New Orleans, Director of the News-Editorial Sequence in the Journalism Department at Temple University, Chair of the UF Department of Journalism, Associate Dean of the UF Graduate School and Director of the UF Office of Graduate Minority Programs. The role of Associate Dean and Director required me to serve in a capacity akin to an Associate Provost. In addition, I served as a Provost Administrative Fellow in the UF Academic Affairs Office and as an advisor to the Provost as a member of the prestigious UF Academy of Distinguished Teaching Scholars. Currently, I am a Fellow for the 2012-2013 Southeastern Conference Academic Consortium Academic Leadership Development Program.

#### **UNDERSTANDS CHANGING TRENDS IN HIGHER EDUCATION AND THEIR IMPACT ON STUDENT FINANCIAL AID, RECRUITMENT, RETENTION, AND GRADUATION RATES**

As a long-time administrator with a Ph.D. in Higher Education, I am aware of the major trends and issues in higher education. I would welcome the opportunity to demonstrate my knowledge and understanding through the interview process.

#### **HAS EXPERIENCE WITH STRATEGIC PLANNING, DEVELOPMENT IN PERSONNEL AND PHYSICAL INFRASTRUCTURE ENHANCEMENTS, ENROLLMENT MANAGEMENT AND STRATEGIC RECRUITING**

My experience in strategic planning and program development is extensive. As Graduate School associate dean, I have contributed most significantly in the areas of student development, financial assistance, curriculum, diversity, federal grants, external development, communication, support for interdisciplinary students, and student teaching assistant training and professional development. Specifically, I have secured funding from the U.S. Department of Education and the National Science Foundation for educational programs, managed a substantial minority programs office, directed the Graduate School's development and fundraising efforts, and developed strategic plans for increasing the enrollment, retention and graduation of underrepresented minority students. As a department chair, I led the faculty in charting the future of the Magazine Sequence, developing journalism students for success in the national Hearst Writing Competitions and other student development activities, and increasing faculty research productivity.

#### **ON-LINE AND DISTANCE LEARNING INITIATIVES**

For the last seven years, I have served as chair of the UF Graduate Curriculum Committee, reviewing 30-40 course proposals monthly for mostly online courses.

#### **ACCREDITATION**

I initiated and participated in a Shadowing Experience (2010-2011) with the Southern Association of Colleges and Schools (SACS) in Decatur, Georgia. The experience involved all aspects of institutional accreditation, including orientation, participation in two SACS accreditation annual meetings, an off-site review meeting, and joining an on-site review team. During the experience, I was under the instruction of Dr. Belle S. Wheelan, President, and Dr. Tom E. Benberg, Senior Vice President and Chief of Staff. This experience has directed me to resources for building effective world-class academic programs at UAPB through connecting assessment to planning and budgeting.

## **PROGRAM AND PROFESSIONAL DEVELOPMENT**

### **Demonstrated Commitment to Serving Faculty and Staff**

I believe in advancing faculty enhancement activities toward the goal of achieving excellence in performance in instruction, research and service. At UAPB, I would work as an enabler, supporting faculty development efforts that are tied to the university's goals. Traditional development support that we have provided at UF included sabbaticals, funding for summer research and creative activities, seed grants, and professional exchanges. Through our NSF-funded I<sup>3</sup> Program at UF, we have fostered and supported doctoral student research and teaching development that is helping to transform doctoral student preparation for academic and non-academic careers.

As an inaugural member of the UF Academy of Distinguished Teaching Scholars, I meet monthly with the other scholars and serve in an advisory role to the provost on matters involving faculty development. As a department chair, I encouraged and supported faculty in their pursuit of grants and contracts. Faculty responded by winning major externally funded grants from the Robert Wood Johnson Foundation. As chair, I also have mentored several faculty members through the tenure and promotion process. Since leaving the chair, I have continued to mentor two of our faculty members through the tenure and promotion, one achieving full professorship. I've also had the privilege of leading faculty within the Journalism Department on a Strategic Plan for numerous projects and innovations that directly improved student performance and the department's national prominence. I have aided and supported university-wide faculty and administrators through my leadership on the Graduate Curriculum Committee, Graduate Coordinators and Staff meetings, and occasionally through the Graduate Council.

As Chancellor, I would use my experience in faculty development and human resources development to provide faculty and staff with enriching and stimulating opportunities to promote excellence in instruction, research and service at UAPB.

### **Demonstrated Commitment to Serving Students**

My leadership in developing students to their fullest potential is evident—both at the undergraduate and graduate levels. Specific examples include:

#### **Undergraduate Activities:**

- Principal Investigator and Director of the Ronald E. McNair Post-Baccalaureate Achievement Program, which has produced Beinecke and Truman Scholars, among others.
- Director of the UF Social, Behavioral and Economic Sciences Undergraduate Scholars Program, bringing students to presentations at 3 consecutive meetings of the National Conference on Undergraduate Research: University of Montana, Missoula, Montana, 2010; Ithaca College, Ithaca, New York, 2011; Weber State University, Ogden, Utah, 2012
- Co-Director of the UF Summer Research for Rising Seniors Program, 2010-2011, which recruited 32 minority students to UF from HBCUs and HACUs for research experiences supported by the UF Howard Hughes Medical Institute Program.
- Sponsorship of 5 departmental student professional organizations: Florida Magazine Student Association, Kappa Tau Alpha, National Press Photographers Association, Society of Professional Journalists, and Student Society for News Design.
- Chaired the William Randolph Hearst Writing UF Competition "The Pulitzer Prizes of College Journalism, placing in the top 5 in the nation in writing three consecutive years.
- Chair of the Independent Florida Alligator Board of Directors and Publisher of the Journalism Department's Orange & Blue Magazine, 1994-1998

#### **Graduate Activities:**

- Development of a campus-wide multidisciplinary collaborative Graduate Student Grants and Fellowships Conference--the largest and most successful event of its kind at any university.
- Development of monthly Professional Development Workshops for Graduate Students.
- Moderating and assisting with development of a university-wide orientation and training for new graduate student teaching assistants.

As Chancellor at UAPB, I would foster impactful educational growth experiences geared toward student success through first-year seminars and experiences, common intellectual experiences, learning communities, writing-intensive courses, collaborative assignments and projects, and capstone courses and projects. I would work on promoting student success externally and internally through working across the university in key partnerships that foster student achievement, experiential learning, international programs, leadership development and service learning.

## FUNDRAISING

One of the key indicators of the College's advancement will be its ability to generate external funding. Thanks to the fundraising commitment at UAPB and the generosity of its alumni and friends, the university has been successful in securing external resources. The next Chancellor will need to leverage that success to enhance the university's development and fundraising profile. My experience and background in resource development would build on the previous Chancellor's efforts to raise funds on behalf of UAPB's academic programs. While serving as associate dean of the Graduate School, I have taken a leadership role in fundraising and development. In addition to building a foundation for gift-based fundraising, I have successfully raised additional funding for the unit from external and internal sources.

- Principal Investigator for a U.S. Department of Education Grant for \$900,000 to fund the training of more than 100 low-income and underrepresented undergraduate students in the Ronald E. McNair Post-Baccalaureate Achievement Program.
- Co-author for a \$1 million National Science Foundation Bridge-to-the-Doctorate Grant that funded two years of graduate studies for a cohort of minority students in the sciences. The grant was leveraged internally with the Office of Research for an additional \$300,000 for student support.
- Co-Principal Investigator of a second NSF Bridge-to-the-Doctorate grant to support minority students in the sciences that was leveraged to receive additional institutional support for a total of \$1.3 million for students in the 2010-2012.
- Co-Principal Investigator of a third NSF Bridge-to-the-Doctorate grant to support minority students in the sciences that was leveraged to receive additional institutional support for a total of \$1.3 million for students in the 2012-2014.
- A Co-Principal Investigator for a \$1 million National Science Foundation Innovation Through Institutional Integration Grant to fund new synergies and professional development programs for STEM graduate students.
- As UF's representative to the Florida Education Fund, I was able to increase from five to 16 the annual number of students from all disciplines who receive full funding through the McKnight Doctoral Fellowships. With each fellowship valued at more than \$150,000 over five years, the additional fellowship awards are worth more than \$6 million.
- We were successful internally in leveraging the McNair grant to acquire up to \$150,000 annually in university funding for creation of the McNair Graduate Assistantship Program.
- I have the responsibility of directing the UF portion of an NSF Alliance Grant with four other institutions that to support undergraduate and graduate minority students in the social, behavioral and economic sciences.

Moreover, my role in community engagement and my perspectives on fundraising were greatly enhanced through my selection as UF's Distinguished Alumni Professor. As a result of my ambassadorial role as the alumni professor, my commitment to major-gift fundraising, and my depth of knowledge of development gained through various courses and workshops, I would arrive in Pine Bluff ready and willing to work with the development team to hit the ground running to begin stewarding gifts already received by the university, cultivating previously identified prospects, and identifying new potential donors for cultivation.

## **Kim Luckes, J.D.**

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### Home Address

[REDACTED]  
[REDACTED]  
[REDACTED]

### Business Address

Norfolk State University  
Office of the President  
700 Park Avenue  
H.B. Wilson Hall, Suite 520  
Norfolk, VA 23504  
Work Phone: (757)823-2886  
Business Cell: [REDACTED]

November 15, 2012

Dr. Jan Greenwood  
Greenwood/Asher & Associates, Inc.  
UAPB Chancellor  
42 Business Center Drive, Suite 206  
Miramar Beach, FL 32550

Dear Dr. Greenwood:

I am pleased to submit this correspondence to acknowledge my interest in the position of Chancellor at the University of Arkansas at Pine Bluff. Enclosed is a copy of my vitae to serve as a chronological synopsis of my professional and academic career and a list of references. The accompanying narrative will provide substantive clarity regarding my professional career that is demonstrative of my expertise in: (1) senior level college administration; (2) operational skills in fiscal management, strategic planning and institutional policy-making; (4) public and private sector fundraising; (4) implementation of a collaborative and effective leadership style; and (5) training and facilitating activities that enhance and promote faculty, staff and student productivity.

The University of Arkansas at Pine Bluff has been and continues to be the "Flagship of the Delta". Its rich history of 139 years heralds a mission that holds fast to a commitment to educate African Americans to become knowledgeable agents of change who are capable, creative and responsible citizens of independence and integrity. UAPB is now engaged in the process of selecting the next leader to build on this legacy and tradition while advancing itself in such a way that it remains competitive and viable in a rapidly changing world.

As a graduate of two public historically black institutions, I was educated to achieve; to appreciate the value and power of a comprehensive education. I have built my career on providing and facilitating quality education. It is only through maintaining the quality of a high standard of educational, intellectual and moral preparedness, I believe, that we, as African Americans can build on the foundations that will allow us to carve out our rightful places in this Great Society and contribute to the deserved growth and development of our communities, our nation and our world.

Throughout my years in educational administration and management, I have understood that a dynamic institution is made up of many parts and serves a multitude of constituents. These constituents range from members of the Board of Trustees to corporate leaders and city and state councils, legislators; faculty and staff; students and their families; to the public at large which often includes the media, contractors and builders and a myriad of community agencies and organizations. Consequently, a leader in today's higher education arena must have excellent interpersonal and communicative skills, be candid and credible; possess integrity beyond reproach and maintain a respect for healthy divergent thinking. My career demonstrates that, I not only possess, but have always lived by these qualities.

Even as the Acting President of Norfolk State University, I knew the most important work I would be doing involved creating and nurturing relationships and building community – both within and beyond the campus. I further understood that all aspects of the institution's functions must be performed with a definitive bottom line. Institutions cannot be all things to all people, but must have a specific mission and focus. I understand the necessity of fundraising and have been involved in a number of collaborative ventures. The Chancellor of the University of Arkansas at Pine Bluff must articulate the mission and vision of the institution in such a way that donors are inspired to buy into the vision and mission.

I am committed to the advancement of the University of Arkansas at Pine Bluff. The new leader of this great institution must be one who can create a quality culture that incorporates vision, leadership, individual development, and collaboration and apply them in a disciplined manner.

I am that leader.

With best regards,

*Kim Luckes*

Kim Luckes, J.D.  
Executive Vice President and Chief Operating Officer  
Norfolk State University

**DR. EVERETTE J. FREEMAN**

[REDACTED]  
[REDACTED]  
[REDACTED]

November 21, 2012

Jan Greenwood  
Greenwood/Asher & Associates, Inc.  
42 Business Center Drive, Suite 206  
Miramar Beach, Florida 32550

Dear Dr. Greenwood:

I am delighted to submit my credentials for consideration in selecting the next University of Arkansas at Pine Bluff (UAPB) Chancellor.

I would be honored to work alongside the faculty, students, staff, alumni, and supporters of UAPB as Chancellor. I understand the importance of UAPB's state and national reputation and its unique place in higher education as an 1890 land grant institution. As a sitting president of a state university that is part of the state-wide University System of Georgia, I understand the vital role state-assisted colleges and universities play in research, economic, cultural and educational development.

Currently, I serve as the chief executive officer of Albany State University and manage a budget of nearly \$90 million. I accepted the ASU presidency in September 2005. In December 2008, the Commission on Colleges of the Southern Association of Colleges and Schools reaffirmed ASU's institutional standing without qualifications. I am familiar with the Higher Learning Commission's accreditation process as the former chief academic officer and provost at the University of Indianapolis.

I have guided ASU fiscal affairs from the worst state audit rating that can be received (5) to the best rating possible (1) while managing 4 straight years of cuts in state appropriations. We simultaneously increased ASU's research emphasis, pursuit of federally funded grants and contracts, focused earmarks, strategic partnerships, and enhanced faculty, staff, student, and alumni giving.

Under my leadership, ASU has increased enrollment every academic year. A ten-year campus master plan and the second of two strategic plans, covering the years 2006-2011 and 2011-2016 respectively, have been developed and embraced by the ASU community. A total of 6 new residence halls housing over 2000 students have been constructed since my arrival. A new early learning center and a significantly larger student center also have been completed. All construction projects were completed on or under budget. The newer of the two new residence halls, completed in August 2011, were financed by a unique public-private venture. All six residence halls are occupied at a level at or exceeding the proforma occupancy rates.

In addition to the capital improvements made at ASU, I was able to retire a \$2.3 million football stadium construction debt I inherited from my predecessor. I also secured a \$1.8 million U.S. Defense Department award to create an undergraduate logistics and supply chain management degree program and associated Center for Advanced Logistics Management (CALM). Alumni giving has increased three-fold since 2005.



Alumni giving by newly-minted alumni has been the area of greatest proportional growth. Since Fall 2008 every ASU graduating class has had a 100% giving rate.

Our online course offerings and degree programs have become an ASU staple with online degree programs in nursing, criminal justice, logistics, business administration and fire science management gaining increasing popularity each year. Since 2006, ASU has developed articulation agreements and 2+2 degree completion programs with Albany Technical College, Andrews College, Bainbridge College, Darton College, Southwest Georgia Technical College and Waycross College. We house an ASU Early College public secondary school on the campus and recently penned a MOU to offer college credit at Albany's most prestigious private school, Deerfield-Windsor, as part of our continuing effort to meet the goals of Governor Deal's Complete College Georgia initiative to increase the number of college graduates by 2025.

I have been fortunate to work successfully in a variety of complex organizations and help them develop and grow. As you will note from my curriculum vitae, I have held positions in public and private as well as large and small universities. Among the positions I held was as Dean of Continuing Education at Jackson State University and Executive Assistant to the President of Tennessee State University. I also have held professional and administrative positions in the private sector and in the federal government. Indeed, I deliberately sought a career path that would be more multifaceted than might be true of a traditional academician aspiring to the apex of higher education administration. Until March 2009, I served on the Board of Trustees of my alma mater, Antioch University, and I currently serve on the Board of Directors of the University of Phoenix. I feel strongly that my work experiences in the government and private sectors have and will continue to serve me well in higher education because those experiences provided me with an understanding of the ethos, values, culture, thinking, and language of business and government. I am convinced that the skills and insights I have learned in my career are crucial success factors for higher education administration and will benefit UAPB.

ASU operates with a fairly diffused locus of authority that I have shaped over the years. I have worked to develop a culture that embraces greater rather than less involvement in the decision-making of my administrative areas by my vice presidents, deans, directors, and chairs because I realize that shared governance works. In my role as ASU's president and in my previous role as provost and chief academic officer at the University of Indianapolis, I have been perfectly willing to make the hard final administrative decisions expected of a university top official. I do not make rash decision nor do I make decisions in a vacuum without a variety of perspectives.

My management philosophy and style rely heavily on objective measures of progress rather than on anecdotes in gauging subordinate performance. I believe the Chancellor's role is to articulate a vision and action plan that not only reflects the best hopes of the institution, but also reflects my commitment to the welfare of UAPB's students, faculty, staff, and the larger community from which it draws students, boosters, friends, contributors, and good will.

With respect to the specific challenges and opportunities facing the incoming Chancellor, I reorganized ASU's academic structure upon becoming president to strengthen the core curriculum and realign academic programs to be more responsive to changing student academic goals and marketplace circumstances. The realignment also freed resources to allow ASU to develop a Masters in Social Work program, a crucial need for poverty-stricken southwest Georgia, and create greater synergy amongst the arts and humanities as these disciplines coalesced into the College of Arts and Humanities.

My experiences as a labor mediator and arbitrator as well as my academic preparation in the field of labor and human resources will be beneficial to UAPB in the collective bargaining arena. My background in compensation at East Kodak also will provide UAPB the wherewithal to further articulate succinctly the needs of faculty and staff to enjoy benefits on par with peer institutions.

As a University of Phoenix board member and president of an institution with a significant online footprint, I will be able to guide the faculty and administrators in developing attractive programs that will meet HLC online resources expectations and meet the needs of current and future UAPB learners. I believe fervently that the key to enrollment stabilization rests with a blending of traditional brick and mortar courses, new and excited accelerated certificate and degree programs online and off-hours, strong 2+2 partnerships, laser-like attention to freshman and sophomore retention, especially in the "killer classes" in mathematics and the sciences, and good 'ol fashion student-centered caring.

I have had my share of communications challenges and feel I have a deeper and more abiding appreciation for the need to leave no one behind in the process of creating common and shared understandings of where UAPB is going and how we will get there. The crucial ingredient is to over-communicate the mission.

As a registered lobbyist in the State of Georgia, I am comfortable communicating with General Assembly members and representatives from the Governor's staff and equally comfortable making my presence felt at the State Capitol when the legislative branch of state government is at work.

I believe the UAPB chancellorship is an opportunity of extraordinary promise and fulfillment, especially for an experienced sitting president and one who well knows budget balancing in a tight economy, fundraising in times of fiscal challenge, and transparency in an era of heightened demands for shared governance.

If students are to excel beyond our wildest dreams in a nurturing, culturally diverse and academically challenging environment, experience at the Chancellorship levels matters. It matters in terms of understanding the full dimensions of academic administration. It matters in terms of understanding the crucial educational dialectic between faculty and learners in the context of the budget-strained "new normal". It matters in UA system-wide policy implementation and strong fiscal stewardship. And, in the final analysis, it matters in the quality of decision-making that the Chancellor is capable of exercising that strengthens UAPB as a landmark HBCU. There is no substitute for experience and I have it. It has been earned honestly with all the blemishes and mistakes as well as the joys and triumphs that go with having served as provost and subsequently president on a private liberal arts college and a growing state university for a combined 12 years. I offer my excitement, passion, student focus, and experience to UAPB!

Thank you for accepting my credentials. I wish for my candidacy to remain confidential until I am named as one of the finalists.

Sincerely,

A handwritten signature in black ink, appearing to read "Everette J. Freeman", with a stylized flourish extending from the end.

Everette J. Freeman

**Robert C. Mock, Jr. EdD**



October 30, 2012

Greenwood/Asher & Associates, Inc.  
Chancellor  
42 Business Center Drive, Suite 206  
Miramar Beach, FL. 32550

Dear Marion Frenche and Search Committee:

Please allow this cover letter, curriculum vitae, and references, constitute my application for the position of Chancellor at the University. I am honored to have been nominated for this opportunity to serve an institution with a storied past and extraordinary future. I have more than two decades of professional experience including simultaneous coordination amongst three different institutions (University of Arkansas-Fayetteville, University of Arkansas at Little Rock, Arkansas State University-Jonesboro) of higher education with multiple campuses and similar but varying missions. The experiences have helped me develop outstanding team building, administrative management, strategic planning, enrollment management, service learning, accreditation, program development and fundraising skills.

Building an accomplished talented & diverse senior leadership team

The philosophical framework which establishes the foundation for my servant leadership style allows me to approach the tasks of recruiting, appointing and evaluating faculty and staff through a student centered lens, grounded in academic success and professional development. After over 13-years of service as a faculty member while simultaneously serving in various full-time equivalent administrative roles across four different universities and two states with no less than 25 living learning communities in total, I feel confident in my record as a builder of trust and collaborator with faculty, staff and students.

Recognized as a developer of human capital, I was appointed to Co-Chair the University of Kentucky's Performance Evaluation Project. This honor gives me the confidence to judiciously, use quantitative and qualitative analysis, to develop a campus wide process to evaluate job performance for all staff members. This skill is transferable to the responsibilities of Chancellor at the University. I have been fully engaged in recruiting and retaining diverse faculty, staff and student leadership at the University of Kentucky just as I was at the University of Arkansas through a myriad of activities including recruitment measures, disability resource services, gender identity-based cultures, multi-cultural events, communication campaigns and more.

Administrative/Managerial experience

My strong servant leadership attributes and strategic organizational skills appear to be an ideal fit for the Chancellor role at the University. The majority of my career has been in management and administrative roles including two regional institutions, two large public

land grant universities, two fortune five hundred companies and the Arkansas Army National Guard. In 2011, I completed the American Association of State Colleges and Universities (AASCU) Millennium Leadership Initiative for aspiring chancellors. In 2009, I graduated from the Harvard Graduate School of Education, Institute for Management and Leadership in Education program to enhance my chancellor/presidential leadership attributes. Finally, in 2012 I completed Leadership Kentucky.

Serving on the following leadership teams while employed at UALR and University of Arkansas, Fayetteville: Chancellor's Administrative Policy Council, Council of Deans, Academic Affairs Executive Group, Global Campus (Distance Education Taskforce), Veteran's Resource Information Center, Veteran's Taskforce, Chancellor's Leadership Group, Educational & Student Services Division Chiefs Council, has increased my capacity to lead.

Furthermore, I have served on the following leadership teams while employed at the University of Kentucky: President's Council, University of Kentucky Athletic Association Board of Directors, Provost's Retention Taskforce, Board of Trustees Student Affairs/Academic Affairs Committee, Campus Security Project-Building Card/Access Transition Team, Development Advisory Council, Facilities Transformation Workgroup Committee, Greek Alumni Council [Greek Housing Strategic Planning Committee], Housing Master Plan Committee, Management of Student Policy Committee, Performance Evaluation Task Force, Public Relations Grand Council, Students of Concern Team, Student Success and Graduation Task Force, UK IT Security Working Group, UK Senior Administrators Group, Provost Leadership Team, Recruitment & Retention Taskforce, Student Success Taskforce, and this service has prepared me well for greater levels of responsibility.

#### Strategic planning

The experience I have working with a University System is grounded in the 15 years I spent as a full-time employee of two universities within the University of Arkansas System. Currently, I am a consultant for the University of Arkansas System providing leadership and management training in the Criminal Justice Institute. Thus, I feel comfortable in being able to align any strategic plan objectives at the University with the University of Arkansas System's strategic plans.

It is undeniable that these are very difficult times in Higher Education with the economic downturn, dwindling yields on endowments, rising operational costs, unfunded mandates and shrinking state appropriations. Thus, working with an ever changing technological infrastructure is extremely important. I am committed to intentional, sustained; creative and collaborative strategic planning ventures between key players in academia to make the case for increased research, technology transfer, on-line and distance education. The path for higher education in the future will include flexible interactive synchronous multi-media interfacing, making time a variable and engage students, by complementing what occurs inside and outside the bricks and mortar university setting, while never compromising quality as a core value.

Each year I prepare a strategy for the next budget cycle or biennial cycle, by assembling faculty, staff and students as part of the Student Fee Sub-committee to make a proposal

regarding all student fee requests. This process allows all parties to participate in a shared governance model. Furthermore, the inclusion of faculty, staff and students on the University Appeals Board demonstrates my commitment to multiple models of strategic planning and shared governance consistent with institutional policies.

#### Enrollment Management

I established a recruitment and retention track record in higher education at the University of Kentucky, the University of Arkansas, Fayetteville and the University of Arkansas at Little Rock where I served as Director of Recruitment & Retention. I managed the following: recruiters, welcome center coordinator, office manager, Banner 7x technician, two-year college articulation agreement personnel, graduate assistants, telephone recruiters, work-study students, Chancellor's Leadership Corps Scholarship recipients and an off-site two-year community college liaison and a free standing University Welcome Center building. In 2006, I completed the Foundations of Excellence & Policy Center on the First Year of College program that helped yield positive enrollment growth and increased retention rates at UALR.

During my time at the University of Arkansas, Fayetteville, I contributed to the enrollment management process by overseeing the following areas: First Year Experience Programs (Orientation, Welcome Week, Family Weekend, Academic Convocation, ROCK Camp), Pre-College Programs (College Project Talent Search, Upward Bound/Talent Search, Veterans' Upward Bound, Math/Science Academy, and Gifted and Talented Programs), Student Support Services, Enhanced Learning Center (Tutoring, Supplemental Instruction, Academic Warning), International Students and Scholars, Map-Works and Off-Campus Connection.

While at the University of Kentucky I have contributed to increased enrollment with an all time high first year retention rate by managing the following units: University Counseling Center, Accommodated Testing Center; Dining Services, Residence Life with 19 Living Learning Communities, Housing Assignments, Student Center, Student Involvement, Student Publications, Disability Resources, Greek Affairs, Campus Recreation, Violence Intervention & Prevention Center, Substance Education & Responsibility and multiple Greek letter organization houses. I have also contributed to the strategic input to the entire infrastructure at the University of Kentucky as we broke ground on \$600 Million dollars of new and renovated facilities approximately 9,000 beds over the next 5-7 years. These successes align with the enrollment goals of the University.

#### Service Learning

The Center for Community Outreach is one of the units in my portfolio at the University of Kentucky that typifies the essence of Service Learning. The mission is to serve, connect, and unite the University of Kentucky with the surrounding communities in collaborative efforts to promote life-long community service. The student-driven program is intended to foster the development of leaders who make a difference in their communities. Through a team of student volunteers, professional staff and programs services are offered that will afford students, faculty, and staff the opportunity to use their time and talents to serve others. In 2009, the Center for Community Outreach (CCO) received recognition by the Corporation for National and Community Service's Learn and

Serve America program as a member of the President of the United States Higher Education Community Service Honor Roll. This distinction recognizes the Center for Community Outreach's commitment to community service and demonstrates our dedication to improving the local community. Today, the CCO connects the University of Kentucky to more than 200 non-profit agencies in the Lexington, KY community and beyond. Over 500 students have participated in other service learning opportunities through a partnership between Communication 181 faculty and the CCO. In the past eight semesters nearly 100, students have enrolled in UK 300, a course examining models of social change, specifically the Green Dot used at UK by the Violence Intervention & Prevention Center.

#### Accreditation

I completed the Foundations of Excellence & Policy Center on the First Year of College program while at the University of Arkansas at Little Rock (UALR) that helped yield a positive reaffirmation process. Those successes helped prepare the UALR campus for the North Central Association of the Higher Learning Commission Self-Study. While at UALR I served on the reaccreditation team. Currently, I serve on the Steering Committee and the leadership team for the Southern Association of College and Schools Commission on Colleges leadership team at the University of Kentucky. I am also an approved Southern Association of College and Schools Commission on Colleges Evaluator. The above experiences have provided me insight to the preparation necessary to successfully navigate the off-campus and site visit processes from either of the two accrediting bodies Southern Association of College and Schools Commission on Colleges and the North Central Association of the Higher Learning Commission.

#### Program Development

The philosophies I bring will provide a holistic model to integrate student centered academic excellence and professional development that furthers the mission of teaching, scholarship and service of an institution. During my time as academic Associate Dean in the College of Professional Studies at the University of Arkansas at Little Rock, through some creative financing, emerged the first faculty leadership development program that resulted in renovated technologically smart classrooms and the first computer/testing lab that generated auxiliary dollars to promote teaching, scholarship and service in the college.

I created the first staff development program at the University of Kentucky in the Division of Student Affairs that featured rotating six mid-level administrators to sit on the Vice President's Cabinet for 6-month intervals. This model inspired the junior level professionals to reach higher and many moved up to greater levels of responsibility roles at other institutions using their experiences to enhance their professional growth.

The following are some examples of my background in program development that reaches faculty, staff and students at multiple institutions:

University of Kentucky, Lexington, KY.

- Circle of Love provides holiday gifts to over 600 children annually.
- Alternative Service Breaks takes students to areas inside and outside the U.S. to assist those who are socioeconomically disadvantaged i.e. Hurricane Katrina, Haiti.
- PAWS, promotes animal welfare and services.
- Dance-Blue, is a 24-hour dance marathon that raise millions for pediatric (cancer) oncology patients and families.
- Green Dot is a comprehensive approach to the primary prevention of violence that capitalizes on the power of peer and cultural influence across all levels of the socio-ecological model.
- Black Male Initiative provides mentors, tutorials, supplemental instruction to improve the retention rate, graduation rate and student success.
- FUSION includes thousands of student volunteers and represents the largest single day of service in the Commonwealth of Kentucky, reaching out to over 150 agencies & local non-profits.

University of Arkansas, Fayetteville, AR.

- Student African-American Brotherhood, is a program designed specifically to assist participants to excel academically, socially, culturally, professionally, and in the community.
- Pre-College TRIO Programs (College Project Talent Search, Upward Bound/Talent Search, Veterans' Upward Bound, Math/Science Academy, and Gifted and Talented Programs) are federal outreach and student services programs designed to identify and provide services for individuals from disadvantaged backgrounds.

University of Arkansas at Little Rock, Little Rock, AR.

- ROTC program articulation and collaborative military science relationship with Philander Smith College an HBCU in Little Rock, AR.
- I created the nationally Certified Employment Manager (CEM) Program that provided management and technical training for workforce development training professionals in Arkansas.

Fundraising

I am proud to serve on the Financial Advisory Group exploring options to use a Public Private Partnership which include selecting Educational Realty Trust; a publicly traded company to invest up to \$600 Million in a new and renovated infrastructure. I served on the Development Advisory Council at the University of Kentucky as well as the Athletic Association Board which generates nearly \$66.5 Million in revenue in an average year, some of which includes making "the ask." As a financial donor to three universities, I have directed contributions to foundation accounts for unrestricted funds to assist students in fiscal distress. Training through Advancement Resources really provided me the insight to be able to "friend-raise", "make the-ask" and lead philanthropic activities for a university. My corporate background has been beneficial to my financial understanding and knowledge when searching for creative methods to fund projects and generate revenue.

In my recent professional positions, I have been responsible for growing and managing the financial resources of multiple units and millions of dollars, including: state, auxiliary, restricted, un-restricted, endowment, donor and grant funds. While serving as the Associate Vice Provost for Student Affairs at the University of Arkansas, Fayetteville, my annual budget was \$70 million dollars, serving approximately 22,000 students. While serving as the Vice President for Student Affairs at the University of Kentucky my budget is approximately \$40 million dollars, serving nearly 29,000 students. In both instances my state budget allocation was only 8% while my auxiliary and fee revenues was approximately 92% providing me the flexibility to encourage the scholarship of students with financial support.

The combined public, private and volunteer sectors of society experiences have prepared me to lead by example and collaborate with local and regional officials, donors, alumni and stakeholders. The bridging of relationships with external groups has been demonstrated by my ability to be active in the community and strengthening relationships with constituents to help build the university. Examples include sitting on the following boards: Urban League of Lexington-Fayette County, Kentucky, Little Rock Commission of Ethnic Diversity, Beaumont Middle School Budget/Finance Board (Lexington, KY), Arkansas State Job Training Coordinating Council (Little Rock, AR), Arkansas Career Development Center, Single Parent Scholarship Fund of Pulaski County, Northwest Arkansas Dr. Martin Luther King, Jr. Committee and 10-years on the state wide Goodwill Industries board in Arkansas. Furthermore, engaging alumni through the associations and serving for 8-years in the Arkansas Army National Guard and on the Town & Gown locally has been invaluable.

All of my background has been building to prepare me for this opportunity. I am confident that my leadership experiences and long-term commitment to students would have a major impact on the continued success of the University. The attached curriculum vita and references documents my professional experiences that closely match the requirements and responsibilities of the Chancellor position at the University. I look forward to the possibility of discussing future employment opportunities with the search committee, faculty, staff and students at the University pending my candidacy moves to the next level of consideration.

Sincerely,

***Robert C. Mock Jr.***

Robert C. Mock, Jr. Ed.D.



## **CURRICULUM VITAE**

### **LAURENCE B. ALEXANDER, PH.D.**

#### **CONTACT:**

115 Grinter Hall, University of Florida, Gainesville, FL 32611

(352) 870-9444

E-Mail: [alexander@ufl.edu](mailto:alexander@ufl.edu)

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#### **CURRENT POSITIONS**

Associate Dean of The Graduate School, University of Florida  
Director of the Office of Graduate Minority Programs, University of Florida  
Professor of Journalism and Communications at the University of Florida  
University of Florida Distinguished Teaching Scholar

#### **EDUCATION**

Ph.D. in Higher Education, Florida State University, 2007

Dissertation: Public Forum Doctrine in Higher Education: Student Rights and Institutional Prerogatives

\*Dissertation of the Year Award, Education Law Association, 2007

Juris Doctor, School of Law, Tulane University, 1987

Concentration: Communications Law, First Amendment, Media Counseling

Master of Arts in Journalism and Communications, University of Florida, 1983

Specialization: Newspaper Reporting

Bachelor of Arts in Drama and Communications, University of New Orleans, 1981

Major: Drama and Communications

Minor: Political Science

#### **ACADEMIC EXPERIENCE**

Professor of Journalism and Communications (Tenured), University of Florida, 2003-Present

Associate Professor of Journalism and Communications (Tenured), UF, 1994-2003

Assistant Professor of Journalism and Communications, UF, 1991-1994

Assistant Professor of Communications, Temple University, 1988-1991

Assistant Professor of Journalism, University of New Orleans, 1987-1988

#### **ACADEMIC LEADERSHIP EXPERIENCE**

Associate Dean, The Graduate School, University of Florida,

July 2006-Present

Responsibilities include: Leadership of all aspects of graduate education, which includes 11,800 graduate students and more than 200 graduate programs across 16 colleges; supervision and management of the distribution of \$4 million in annual non-salaried funds for student support; oversight of a \$200,000 operating expense budget; and direct supervision of 16 employees (5 staff; 7 parttime faculty; 4 graduate student assistants). Other duties include chair of the University Graduate Curriculum Committee; moderator for graduate teaching assistants' orientation; professional development for graduate faculty and students; serve in the dean's absence during the university

commencement ceremony, Graduate Council, Faculty Senate; and represent the Graduate School on campus, locally, statewide, nationally and internationally.

**Recent Accomplishments:**

- Chaired the Graduate Curriculum Committee
  - Presided over implementation of the Online Course Approval Tracking System
  - GCC processes and procedures recognized as a model for adoption by the Undergraduate Curriculum Committee
- Developed UF Grant Writing Conference for Graduate Student Fellowships and Dissertation Fellowships for the National Science Foundation, National Institutes of Health, the Ford Foundation and International Students.
- Significantly increased student funding through fellowships.
- Developed plans for Development/Fundraising Program in the Graduate School
- Developed a Communications Plan for the Graduate School and increased the quality and quantity of communications with Graduate School publics
- Spearheaded redevelopment, reorganization and modernization of the Graduate School website
- Created monthly Professional Development Workshops for Graduate Students

**Director, Office of Graduate Minority Programs, University of Florida,**

July 2006-Present

Oversight of the Office of Graduate Minority Programs, which spearheads the university's recruitment, retention and graduation of underrepresented minority students. Responsibilities include oversight, development and cultivation of several partnerships for underrepresented minority students, integration of the Graduate School with existing programs and creating programs and strategies to recruit undergraduate minority students.

**Partnerships**

Florida A&M University Graduate School Feeder Program

NSF Bridge to the Doctorate Fellowship Program (FAMU)

(Internal Partners: College of Agricultural and Life Sciences, College of Engineering, College of Liberal Arts and Sciences, College of Medicine)

NSF Florida-Georgia Louis Stokes Alliance for Minority Participation (FAMU)

NSF Atlantic Coast--Social, Behavioral and Economic Sciences Alliance

(Partners: Howard University, University of Miami, University of Maryland, University of North Carolina at Chapel Hill)

McKnight Doctoral Fellowship Program

(Partnership with the nonprofit Florida Education Fund to support minority doctoral students)

**Other Graduate Minority-Student Programs**

Florida Board of Education Summer Fellowship Program

Delores Auzenne Dissertation Award

Ronald E. McNair Graduate Assistantship Program

Supplemental Tuition Retention Program

UF-Santa Fe College Faculty Development Project

**Integration with Other NSF Programs at UF**

NSF Innovation Through Institutional Integration (I-Cube) Grant  
NSF South East Alliance for Graduate Education and the Professoriate

**Undergraduate Minority-Student Programs**

Ronald E. McNair Scholars Program  
SBE Undergraduate Scholars Program  
Campus Visitation Program  
Graduate School Open House

**Recent Accomplishments:**

- Leadership of four NSF Grants to support graduate students:
  - Co-PI and Leader for Bridge to the Doctorate Fellowships for STEM disciplines -- \$1 million over 2 years from NSF, 2010-2012.
  - Co-author and Leader for Bridge to the Doctorate Fellowships for STEM disciplines -- \$1 million over 2 years from NSF, 2008-2010.
  - Leader for the UF Atlantic Coast Social, Behavioral and Economic Sciences Alliance Grant -- \$208,000 over two years, 2009-2011.
  - Co-PI and Management Team for the Innovation through Institutional Integration (I-Cubed) Grant -- \$1 million over 5 years, 2009-2014.
- Principal Investigator and Director of the McNair Scholars Program and Department of Education Grant -- \$900,000 over 4 years, 2007.
  - 100% Graduation; 80% Enrollment in Graduate School
  - Beinecke Scholar and a Truman Scholar in 2008-09 cohort
- Encouraged Interdisciplinary Studies and Research
- Expanded Role of the Minority Programs Office to include Student Development and Professional Development
- Created the McNair Graduate Assistantship Program through collaboration with and support from the Provost Office
- Transitioned the Delores Auzenne Fellowships into Dissertation Awards through redirection of resources
- Documented annual increases in underrepresented minority graduate student applications, acceptances, and enrollments.
- Increased Minority Student Visitation, Enrollment, Retention and Graduation Efforts and Yield
- Doubled the number of students served by improving outreach and programming

**Provost Administrative Fellow, UF Office of Academic Affairs**

December 2000-May 2001

Selected as a member of the first class of three faculty to participate in the Provost Administrative Fellowship Program. Fellows gain hands-on administrative experience through working in the Provost's Office on special projects with the Provost, Vice Provost and Associate Provost and participating in various activities in the office, including, but not limited to, faculty, budget, hiring and student issues.

**Accomplishments:**

- Assisted the Associate Provost with planning and preparation for the UF Southern Association of Colleges and Schools (SACS) accreditation
- Wrote the institutional purpose section for the SACS accreditation
- Analyzed and reported on the appeal of the UF website for faculty recruitment

**Chair, Department of Journalism, University of Florida**

August 1994-July 1998

Served as the academic leader for a department of 18 faculty, 12 graduate student teachers, adjuncts, support staff and about 350 students. Duties included leading the faculty in establishing department priorities, setting the agenda, running the department office, hiring and assisting graduate teaching assistants and adjuncts, assigning and evaluating faculty and staff, administering the state budget and the foundation accounts, maintaining liaisons with alumni, professionals and related constituencies, supervising student advising, and serving as a liaison with the administration of the college and other campus units.

**Accomplishments:**

- Top Finish in the William Randolph Hearst Competition
- Awarded Knight Chair in Journalism
- Increased faculty research productivity in refereed publications and grants.
- Development of up to \$30,000 in annual department discretionary income
- Development of revenue for *Orange & Blue* magazine to become self-supporting
- Achieved faculty development workshops and professional summers
- Achieved development through awards, scholarships and internships
- Revitalization of the Magazine Journalism program
- Successfully lobbied the dean for a new tenure-track faculty position for magazine
- Commenced cross-departmental efforts on multimedia in the newsroom

**Director of News-Editorial Sequence, Temple University**

October 1990-August 1991

Duties included representing the sequence for the Department of Journalism internally and externally, directing contests, maintaining ties with professional journalists in the community and assigning full and part-time instructors for the 180 students in the sequence each semester.

**Accomplishments:**

- Development of relationships with *The Philadelphia Inquirer* and *The Philadelphia Daily News*
- Establishment of career and resume critique sessions between students and professionals
- Hosted the Executive Editor of *The Philadelphia Inquirer* at the School of Communications and Theatre

**Coordinator of Journalism, University of New Orleans**

August 1987-August 1988

Duties included assembling courses and materials for a four-person journalism faculty in the Department of English.

**NATIONAL PROFESSIONAL ASSOCIATION LEADERSHIP**

Association for Education in Journalism and Mass Communication

- Chair, Task Force on Development for AEJMC
- Executive Board Member, 2000-01
- Chair, Standing Committee on Professional Freedom and Responsibility, 2000-01 (Won national election to the committee in 1995; Won national re-election in 1998)
- Resolutions Chair, 1998-99
- Presidential Appointments:
  - Finance Committee, 2008-2011
  - Task Force on Teaching and Learning in the New Millennium, 1998-2000
  - Publications Committee, 1996-1999
  - Nominating Committee, 1999-2002

**LEADERSHIP PREPARATION: SEMINARS AND WORKSHOPS ATTENDED**

**Southeastern Conference Academic Consortium's Academic Leadership Development Program**

2012-2013

These workshops will introduce the fellows to a wide range of international, national and state higher education leadership issues. In addition, UF's fellows will participate in local leadership initiatives, as well as a variety of on and off campus meetings that will familiarize them with UF's organizational structure and relationship to other state and regional institutions.

**Southern Association of Colleges and Schools (SACS), Decatur, Georgia**

2010-2011

Shadowing experience in all aspects of institutional accreditation, including orientation, SACS accreditation annual meeting, off-site review meeting, and on-site review team.

**Advancement Resources Workshop, Insight into Medical Philanthropy, UF College of Medicine**

May 14, 2009

This workshop was designed for medical deans, department heads, medical researchers, physicians and medical administrators. Content included an understanding of philanthropy, donor motivation, grateful patient concepts, and the donor development process.

**Dean's Conference, Institute for Academic Leadership, State University System, Howey-in-the-Hills, FL**

May 20-22, 2007

This workshop covered key issues in the State University System of Florida, legal issues involving faculty and staff, key concepts in successful fundraising and development, and a discussion of the future of higher education in the state.

**Council of Graduate Schools Annual Convention in Washington, DC**

December 6-9, 2006

Sessions attended included: Graduate education fundraising at the University of North Carolina-Chapel Hill, gaining students from underrepresented populations, creative approaches to preparing graduate students for teaching, American competitiveness, the impact of globalization, the future of graduate education (2020), the value of humanities, strategies to aid PhD completion, and updates from ProQuest/UMI and the National Research Council doctoral program assessment.

**McNair Grant Proposal Writing Workshop, Council for Opportunity in Education, Denver, Colorado**

October 16-18, 2006

An overview of the proposal development, editing and review process for the McNair grant; an examination of proposal review; an examination of proposal resources available on the Internet; an analysis of common mistakes made by unsuccessful applicants as well as characteristics of high-ranking proposals.

**New Deans Institute and Summer Workshop, Council of Graduate Schools, Cambridge, Massachusetts**

July 8-12, 2006.

The sessions covered first-year expectations of deans, governance and organization, political issues, admissions issues, budget and staff management strategies, program quality assessment, research on graduate education, ethical decision making, American competitiveness, leveraging minority programs (McNair, LSAMP) to increase diversity, and the National Research Council doctoral program assessment, use of an advisory board in fundraising at the University of Georgia and a technical workshop on the PhD Completion Project.

**ACEJMC Accreditation Workshop for Prospective Site Team Members, Washington, DC**

November 9-12, 2001

Attendees learned from the experiences of site team leaders what to expect as site team members on accreditation visits and how to deal with problems that arise. Small-group sessions discussed expectations and standards for journalism and mass communication programs.

**Certificate of Completion for UF Personnel Services' Supervisory Challenge**

Fall 2000

Courses Included:

- "The Right Person for the Right Job: Interviewing and Hiring," November 15, 2000.
- "Family and Medical Leave Act/Americans With Disabilities Act," July 12, 2000.
- "Using Performance Appraisals to Develop Productive Employees: A Supervisor's Guide to Performance Evaluations," July 20, 1999.
- "Coaching for Success: Positive, Proactive Employee Counseling," July 13, 1999.
- "Planning, Priorities and Delegation: What to Do First When Everything Is Important" Fast-Track Time Management, March 16, 1999.
- "Learning to Pressure-Proof Your Life" Stress Management, December 17, 1998.

**Fellow, Leadership Institute for Journalism and Mass Communication Education,  
The Freedom Forum Media Studies Center, Columbia University, NY, NY**

June 19-24, 1995

Approximately 20 faculty and administrators were selected annually for invitation to the institute, which emphasized intellectual, academic and professional leadership in the nation's schools of journalism and mass communication.

**Department Chairpersons Workshop, Institute for Academic Leadership, State  
University System, Howey-in-the-Hills, FL**

June 11-14, 1995.

Session includes discussions on decision making and bringing about change, managing conflict, budget planning, curriculum management, effective use of faculty time, and writing goals and developing plans.

**Department Chairpersons Workshop, Institute for Academic Leadership, State  
University System Department, Howey-in-the-Hills, FL**

October 9-12, 1994

Session included discussions on the roles, responsibility and authority of department chairs, faculty evaluation, professional growth and faculty development, procedures and practices for recruiting, legal implications of being a chairperson, and personnel problems with faculty and staff.

**FUNDRAISING AND DEVELOPMENT EXPERIENCE AND ACCOMPLISHMENTS**

**As Associate Dean**

- Initiated and Developed plans for Development/Fundraising Program in the Graduate School
- Principal Investigator for a U.S. Department of Education grant for \$900,000 to fund the training of more than 100 undergraduate students in the Ronald E. McNair Post-Baccalaureate Achievement Program, 2007-2011.
- Co-Principal Investigator for a National Science Foundation grant for nearly \$1 million to fund two years of graduate studies for a cohort of minority Ph.D. students in STEM, 2012-2014. Received \$320,000 in matching funds from the UF Office of Research.
- Co-Principal Investigator for a National Science Foundation grant for nearly \$1 million to fund two years of graduate studies for a cohort of minority Ph.D. students in STEM, 2010-2012. Received \$320,000 in matching funds from the UF Office of Research.
- Co-author for a National Science Foundation grant for \$1 million to fund two years of graduate studies for a cohort of minority Ph.D. students in STEM, 2008-2010. Received \$320,000 in matching funds from the UF Office of Research.
- Co-Principal Investigator for a \$1 million 5-year NSF Innovation through Institutional Integration Grant.
- Increased the annual number of McKnight Doctoral Fellowships from 5 to 16. Each fellowship is valued at more than \$125,000 each over 5 years, for more than \$1.5 million.
- Acquired up to \$125,000 annually in university funding for creation of the McNair Graduate Assistantship Program by leveraging the McNair Scholars Program.

**As Department Chair**

- Assisted with Knight Foundation \$1.5 million endowment for Knight Chair in Journalism.
- Encouraged faculty participation in research grants; Department received more than \$300,000 in 1997-98.

- Encouraged the faculty to judge a major journalism contest for travel writers, which yielded \$6,000-\$8,000 in annual revenue for the department and small stipends for each faculty participant.
- Encouraged faculty leadership and student participation in the William Randolph Hearst Competition, which raised \$15,000-\$20,000 in matching funds for the department.
- Magazine advertising revenue rose from \$1,000 per year to \$8,000 in 1997-98.

#### Professorial

- Selection as UF's Distinguished Alumni Professor. In that role, I served as an ambassador for UF and I participated in alumni and development activities.
- Named 2002-03 chair of the "Orange, Blue and You!" fundraising campaign, a foundation effort that raised more than \$10,000 from UF faculty and staff.
- Volunteered as on-air talent for the WUFT-TV Fund Drive, which is conducted three times per year to raise money for our public television station.
- Accumulated more than \$100,000 in aid to support my research and other activities.

#### Development/Fundraising Preparation

- Acquired deeper knowledge of development/fundraising in colleges and universities through participation in major-gift fundraising workshops.
- Completed graduate course at Florida State University in College and University Institutional Advancement.
- Kept abreast of UF Foundation activities and practices through close relationships with the development staff.
- Acquired the knowledge, skills and ability to hit the ground running to begin stewarding gifts already received by the institution, cultivating previously identified prospects, and identifying new suspects for cultivation.

### **GRANTS AWARDED TO SUPPORT MY RESEARCH AND PROFESSIONAL ACTIVITIES**

**Awarded nearly \$100,000 in grants to support teaching, research and service activities.**

Research Foundation Professor Grant (\$18,000) UF Office of Research and Graduate Programs, 2006-09

Distinguished Teaching Scholar Grant (\$15,000) UF Office of Academic Affairs, 2005-08

Distinguished Alumni Professor Grant (\$25,000), UF Office of Academic Affairs, 2001-03

Faculty Service Award Grant (\$500), UF College of Journalism and Communications, 2002

Master's Thesis Award (\$1,000 for adviser; \$2,000 for student), Institute of Public Relations, 2002

Top Faculty Research Paper, Scholastic Journalism Division, AEJMC (\$200), 2000

Freedom Forum Journalism Teaching Award (\$10,000), 2002

Faculty Research Award Grant (\$1,000), UF College of Journalism and Communications, 2001

Undergraduate Scholars Program Grant (\$500), UF Office of Academic Affairs, 2000-01

Faculty Teaching Awards, 1993 (\$2,000) and 2000 (\$2,000), UF College of Journalism and Communications

Faculty Research Assistant Grant (\$3,724), UF Division of Sponsored Research, 1995

Teaching Incentive Program Award (\$5,000/year), UF College of Journalism and Communications, 1995

Faculty Development Grant (\$350), Association for Education in Journalism and Mass Communication, 1994



Dean's Research Seed Grant (\$605), UF College of Journalism and Mass Communications, 1994

Faculty Research Summer Supplemental Grant (\$2,000), UF College of Journalism and Communications, 1994

Faculty Research Support Grant (\$3,625), UF Division of Sponsored Research, 1993

Faculty Research Summer Grant (\$6,500), UF College of Journalism and Communications, 1993

Dean's Research Seed Grant (\$1,000), UF College of Journalism and Communications, 1993

AHANA Research Grant (\$1,000), Association for Education in Journalism and Mass Communication, 1990

## **HONORS AND DISTINCTIONS (\*NATIONAL AWARDS/HONORS)**

### **OVERALL RECOGNITION**

Academy of Distinguished Teaching Scholars, University of Florida, 2005-08

Distinguished Alumni Professor Award, University of Florida, 2001

Distinguished Faculty Award, Florida Blue Key Leadership Honorary, 2001

\*Baskett Mosse Award, Association for Education in Journalism and Mass Communications and Accrediting Council on Education in Journalism and Mass Communications, 1994

### **RECOGNITION FOR TEACHING**

\*Freedom Forum Journalism Teacher of the Year, 2002

Faculty Award for Outstanding Teaching, "Teacher of the Year," UF College of Journalism and Communications, 1999-2000

Anderson/CLAS Scholar Faculty Honoree, 1997-98

Teaching Incentive Program (TIP) Award, UF College of Journalism and Communications, 1994-95 (\$5,000 salary increase)

Faculty Award for Outstanding Teaching, "Teacher of the Year," UF College of Journalism and Communications, 1992-93

\*Fellow, Summer Faculty Workshop in Communications Policy, Annenberg Washington Program, Washington, DC, June 4-9, 1995

Recognized for outstanding teaching in an article, "Genius for the Classroom," which appeared in the Fall 1994 issue of FOCUS, a publication of the UF Alumni Association.

\*Teaching Fellowship in Ethics, The Poynter Institute for Media Studies, St. Petersburg, Florida, June 1989

### **RECOGNITION FOR RESEARCH**

UF Research Foundation Professor Award, 2006-09

\*Dissertation of the Year Award, Education Law Association, 2007

Guest Speaker, Florida Frontiers Lecture Series, UF College of Liberal Arts and Sciences, 2003

\*Adviser, Master's Thesis Award, Institute of Public Relations and the Northwest Mutual Foundation, 2002

\*Laurence R. Campbell Award for Top Faculty Research Paper, Scholastic Journalism Division, AEJMC Annual Convention, Miami, FL, 2002

Faculty Award for Outstanding Research, UF College of Journalism and Communications, 2000-01

- \*Top Faculty Research Paper, Visual Communication Division, AEJMC Annual Convention, Phoenix, AZ, 2000
- Elected Member, Doctoral Research Faculty, UF College of Journalism and Communications, 2000
- Awarded One-Semester Full-Pay Sabbatical, UF Professional Development Leave Program, 1998-99
- \*Visiting Scholar/Wilma Crumley Graduate Lecturer, University of Nebraska-Lincoln, 1994
- Elected Member, Graduate Studies Faculty, University of Florida, 1993
- Faculty Award for Outstanding Research, UF College of Journalism and Communications, 1992-93

#### **RECOGNITION FOR SERVICE**

- President's Award, McKnight Doctoral Fellowships Annual Conference, Tampa, 2010
- Faculty Award for Outstanding Service, UF College of Journalism and Communications, 2001-02
- Community Service Award, African-American History and Cultural Society of Alachua County, 2002
- \*AEJMC Presidential Citation, AEJMC, 2001
- Faculty Award for Outstanding Service, UF College of Journalism and Communications, 1998-99
- Recognized for Excellent Service as Chair of the Department of Journalism, UF College of Journalism and Communications, 1998
- Ebony Appreciation Award, Ebony Appreciation Awards Committee, 1997

#### **RESEARCH AND PUBLICATIONS**

##### **Book**

- Kerry B. Melear, Laurence B. Alexander, Robert Hendrickson, and Joseph Beckham, *Student Free Speech in Public Higher Education*, Education Law Association, 2010.

##### **Scholarly Journal Articles**

- Anthony L. Fargo and Laurence B. Alexander, "Testing the Boundaries of the First Amendment Press Clause: A Proposal for Protecting the Media from Newsgathering Torts," Vol. 31 No. 2 *Harvard Journal of Law & Public Policy*, 2009, pp. 1093-1153.
- Amanda R. Reid and Laurence B. Alexander, "A Test Case for Newsgathering: The Effects of September 11, 2001 on the Changing Watchdog Role of the Press," Vol. 25 *Loyola Entertainment Law Review*, 2005, pp. 357-382.
- Laurence B. Alexander, "Looking Out for the Watchdogs: A Legislative Proposal Limiting the Newsgathering Privilege to Journalists in the Greatest Need of Protection for Sources and Information," Vol. 20 No. 1 *Yale Law & Policy Review*, 2002, pp. 97-137.
- Laurence B. Alexander, "Negative Identification: Photographers' Consequences of Breaking Promises of Confidentiality to News Subjects," *Visual Communication Quarterly*, Winter 2001, pp. 8-12, 7.

- Laurence B. Alexander & Anthony L. Fargo, "Sources of Protection: A Case Study of the Evolution of the Common-Law and Statutory Journalist's Privilege," *Free Speech Yearbook*, 1999, pp. 17-44.
- Laurence B. Alexander & Leah Cooper, "Words That Shield: A Textual Analysis of the Journalist's Statutory Privilege," Vol. 18 No. 1-2 *Newspaper Research Journal*, Winter/Spring 1997, pp. 51-71.
- Laurence B. Alexander & Ellen M. Bush, "Shield Laws on Trial: State Court Interpretation of the Journalist's Statutory Privilege," Vol. 23 No. 2 *Notre Dame Journal of Legislation*, 1997, pp. 215-230.
- Laurence B. Alexander, "Ethical Choices That Become Legal Problems for Media," Vol. 17 No. 1-2 *Newspaper Research Journal*, Winter/Spring 1996, pp. 49-60.
- Susan A. Rubin & Laurence B. Alexander, "Regulating Pornography: The Feminist Influence," Vol. 18 No. 4 *Communications and the Law*, December 1996, pp. 73-94.
- Laurence B. Alexander, Linda M. Perry & Bill F. Chamberlin, "Branzburg v. Hayes Revisited: A Survey of Journalists Who Become Subpoena Targets," Vol. 15 No. 2 *Newspaper Research Journal*, Spring 1994, pp. 83-101.
- Laurence B. Alexander, "The Analysis of Legal Cases in News Reporting and Writing," Vol. 48 No. 4 *Journalism and Mass Communication Educator*, Winter 1994, pp. 35-38.
- Lonna Saunders, Jef. I. Richards & Laurence B. Alexander, "'No Comment' Can Be A Comment: A Lawyer's Guide to the Press," a monograph/booklet published by the *American Bar Association* (1994).
- Laurence B. Alexander, "Civil Liability for Journalists Who Violate Agreements with Sources," Vol. 14 No. 3 *Newspaper Research Journal*, Summer 1993, pp. 45-59.
- Laurence B. Alexander, "Enforcing Promises Between Journalists and Sources," Vol. 15 No. 2 *Communications and the Law*, June 1993, pp. 3-16.
- Laurence B. Alexander, "Identifying Americans of African Descent: A Survey of Major U.S. Daily Newspapers," Vol. 16 No. 3 *The Western Journal of Black Studies*, Fall 1992, pp. 141-146.
- Laurence B. Alexander, "An Update on the Minority Preference at the Federal Communications Commission," Vol. 11 No. 2 *UCLA Black Law Journal*, Spring 1989, pp. 249-260.
- Laurence B. Alexander, "Containerization, the Per Package Limitation and the Concept of 'Fair Opportunity'" Vol. 11 No. 1 *The Tulane Journal of Maritime Law*, Spring 1987, pp. 123-140.

**Scholarly Refereed Research Papers**

Laurence B. Alexander, et.al. "Student Free Speech in Public Higher Education," presented to NASPA, Philadelphia, PA, March 2011.

Laurence B. Alexander, et.al. "Student Free Speech in Public Higher Education," presented to the Education Law Association, Vancouver, Canada, November 2010.

Adrianna Rodriguez and Laurence B. Alexander, "Punishment for Shade: An Analysis of Penalties and Remedies for Violations of Open Meetings Laws Across the Country," presented to the Association for Education in Journalism and Mass Communication (Law and Policy Division) Boston, MA, August 2009.

Laurence B. Alexander, et.al. "Student Free Speech in Public Higher Education," presented to the Education Law Association, San Antonio, TX, November 2008.

Anthony L. Fargo and Laurence B. Alexander, "In the Public Interest: How the First Amendment Could Protect the Press from Newsgathering Torts, presented to the International Communication Association (Law and Policy Division) San Diego, CA, May 2003.

Laurence B. Alexander & Rocky Cabagnot, "*Kincaid v. Gibson* Revisited: The Incompatibility of the Public Forum Doctrine and Academic Freedom," presented to the Association for Education in Journalism and Mass Communication (Scholastic Journalism Division) Miami, FL, August 2002. **Selected As the Top Faculty Research Paper in the Division.**

Laurence B. Alexander, "The Privileged Journalist: An Examination of Who Is Entitled to Claim Protection and A Proposal for A Statutory Solution," presented to the International Communication Association (Law and Policy Division) Washington, D.C., May 2001.

Laurence B. Alexander, "Broadening the Scope of the Newsgathering Privilege to Protect Nontraditional Journalists: A Definitional Dilemma," presented to the Association for Education in Journalism and Mass Communication, (Law Division) Phoenix, AZ, August 2000.

Laurence B. Alexander, "Breach of Confidentiality: When Photographers Do Not Keep Their Promise to News Subjects," presented to the Association for Education in Journalism and Mass Communication, (Visual Communication Division) Phoenix, AZ, August 2000. **Selected As the Top Faculty Research Paper in the Division.**

Laurence B. Alexander & Anthony L. Fargo, "Shielded By Privilege: A New Layer of Protection for Journalists in Florida," presented to the Association for Education in Journalism and Mass Communication, (Law Division) New Orleans, LA, August 1999.

- Anthony L. Fargo & Laurence B. Alexander, "Loosening Shackles on the Press: Florida's Qualified Privilege," presented to the Southeast Regional Colloquium of the Association for Education in Journalism and Mass Communication, (Law Division) Lexington, KY, March 1999.
- Laurence B. Alexander, "Protection Without A Shield: Revisiting the Journalist's Common Law Privilege," presented to the Association for Education in Journalism and Mass Communication, (Law Division) Chicago, IL, August 1997.
- Laurence B. Alexander, "The Journalist's Privilege in States Without Shield Laws," presented to the Southeast Regional Colloquium of the Association for Education in Journalism and Mass Communication, (Law Division) Knoxville, TN, March 1997.
- Laurence B. Alexander & Ellen M. Bush, "Judicial Review of the Journalist's Privilege in States With Shield Laws," presented to the Annual Convention of the International Communication Association (Law and Policy Interest Group), Albuquerque, NM, May 1995.
- Susan A. Rubin and Laurence B. Alexander, "Feminist Legislation: A Local Response to Pornographic Speech," presented to the Southeast Colloquium of the Association for Education in Journalism and Mass Communications (Law Division), Gainesville, FL, March 1995.
- Laurence B. Alexander & Ellen M. Bush, "Court Interpretations of How Shield Laws Affect Journalists," presented to the Southeast Colloquium of the Association for Education in Journalism and Mass Communications (Law Division), Charleston, SC, March 1994.
- Laurence B. Alexander, Linda M. Perry & Bill F. Chamberlin, Bill F., "Surveying Subpoenas Issued to Journalists Two Decades after Branzburg v. Hayes," presented to the Association for Education in Journalism and Mass Communications (Law Division), Kansas City, MO, August 1993.
- Teresa Varner, Laurence B. Alexander & Kim Walsh-Childers, "The Tort of Emotional Distress and News Coverage of Rape," presented to the International Communication Association (Law and Policy Interest Group), Washington, DC, May 1993.
- Teresa Varner, Laurence B. Alexander & Kim Walsh-Childers, Kim, "Media Identification of Rape Victims: Rights, Risks and Remedies," presented to the Southeast Colloquium of the Association for Education in Journalism and Mass Communications (Law Division), Tuscaloosa, AL, March 1993.
- Laurence B. Alexander, Linda M. Perry & Bill F. Chamberlin, "Press Privilege in Florida," presented to the Southeast Colloquium of the Association for Education in Journalism and Mass Communications (Law Division), Tuscaloosa, AL, March 1993.
- Laurence B. Alexander, "Using Contract Law to Protect News Sources Who Enter Confidentiality Agreements with Journalists," presented to the Association for Education in Journalism and Mass Communication (Law/Mass Comm and Society Divisions), Montreal, Canada, August 1992.

Laurence B. Alexander, "Promises to Keep: Press Liability for Breaking Anonymous Source Contracts," presented to the Southeast Colloquium of the Association for Education in Journalism and Mass Communication (Law Division), Stone Mountain, GA, March 1992.

### **Book Reviews in Scholarly Journals**

Laurence B. Alexander, Review of "Speaking Our Minds: Conversations with the People Behind Landmark First Amendment Cases" by Joseph Russomano and "The First Amendment and the Media in the Court of Public Opinion" by David A. Yalof and Kenneth Dautrich, *Journalism and Mass Communication Educator*, Summer 2003, pp. 197-199.

Laurence B. Alexander, Review of "Don't Shoot the Messenger: How Our Growing Hatred of the Media Threatens Free Speech for All of Us," by Bruce W. Sanford, Vol. 77 No. 2 *Journalism and Mass Communication Quarterly*, Summer 2000, pp. 426-428.

Laurence B. Alexander, Review of "The Taming of the Press: Cohen v. Cowles Media Company," by Elliott C. Rothenberg, Vol. 77 No. 1 *Journalism and Mass Communication Quarterly*, Spring 2000, pp. 206-207.

Laurence B. Alexander, Review of "Freeing the First Amendment: Critical Perspectives on Freedom of Expression," by David S. Allen and Robert Jensen (eds.), Vol. 73 No. 2 *Journalism and Mass Communication Quarterly*, Summer 1996, pp. 485-486.

Laurence B. Alexander, Review of "Scrambling for Protection: The New Media and the First Amendment," by Patrick M. Garry, Vol. 72 No. 3 *Journalism and Mass Communication Quarterly*, Autumn 1995, pp. 751-752.

Laurence B. Alexander, Review of "The Practical Guide to Libel Law," by Neil J. Rosini, Vol. 69 No. 4 *Journalism and Mass Communication Quarterly*, Winter 1992, pp. 1070-1071.

### **Articles in Professional Publications**

Laurence B. Alexander, "Federal Proposal Would Protect Journalists," Vol. 29 No. 5 *The Brechner Report*, May 2005, p. 4, 3.

Laurence B. Alexander, "New Shield Law An Asset to Free Flow of Information," Vol. 22 No. 7 *The Brechner Report*, July 1998, p. 6.

Laurence B. Alexander, "Punitive Damages Incompatible with Press Freedom," *Editor and Publisher*, November 2, 1996, p. 48.

Laurence B. Alexander, "Journalists and the Testimonial Privilege: A Survey of Subpoenas in Florida," Vol. 1 No. 6 *National Trial Lawyer*, November 1993, pp. 13-16.

Laurence B. Alexander, "Battling News Subpoenas Without Protective Shields," *Editor and Publisher*, September 25, 1993, pp. 44 and 35.

Laurence B. Alexander, Linda M. Perry & Bill F. Chamberlin, "Brechtner Survey Finds Dramatic Increase in Subpoenas," Vol. 17 No. 1 *The Brechtner Report*, January 1993, pp. 1 and 5.

Laurence B. Alexander, Linda M. Perry & Bill F. Chamberlin, "Subpoenas Issued to News Organizations in Florida Before and After *Miami Herald v. Morejon*," a research report presented to the *Midyear Meeting of the Media and Communications Law Committee of the Florida Bar*, Miami, FL, January 1993, 13 pp.

Laurence B. Alexander, "Membership: It's Academic," *Outlook*, a publication of the National Association of Black Journalists' Philadelphia Chapter, May 17, 1991, p. 3.

Laurence B. Alexander, "Helping Newspaper Reporters Get from Here to There," *Editor and Publisher*, October 13, 1990, pp. 76 and 64.

#### **Academic Publications**

Laurence B. Alexander, "Annual Report of the Professional Freedom and Responsibility Committee to the AEJMC Divisions and Interest Groups for 1999-2000," *AEJMC News*, January 2001, pp. 6-9.

Barbara Hines, et al., "Into the 21<sup>st</sup> Century: The Challenges of Journalism and Mass Comm Education," a report of the AEJMC Subcommittee on Inclusivity in the New Millennium, *Journalism and Mass Communication Education: 2001 and Beyond*, pp. 29- 50.

Laurence B. Alexander, et al., Report on the Task Force on Convergence for the Journalism Department, UF College of Journalism and Communications, September 6, 2000, 40 pp.

Laurence B. Alexander & Leah Cooper, "Annotated Bibliography: Legal Journals," Vol. 22 No. 4 *Media Law Notes*, Summer 1995, pp. 8-11.

Laurence B. Alexander & Leah Cooper, "Annotated Bibliography: Legal Journals," Vol. 22 No. 3 *Media Law Notes*, Spring 1995, pp. 10-12.

Laurence B. Alexander & R. Michael Hoefges, "Annotated Bibliography: Legal Journals," Vol. 22 No. 2 *Media Law Notes*, Winter 1995, pp. 8-9, 24-27.

Laurence B. Alexander, "Annotated Bibliography: Legal Journals," Vol. 22 No. 1 *Media Law Notes*, Fall 1994, pp. 8-9, 11.

Laurence B. Alexander, "FOI Newsgroup Available on Internet," Vol. 22 No. 1 *Media Law Notes*, Fall 1994, p. 3.

Laurence B. Alexander, "Freedom of Information Concerns Discussed," Vol. 21 No. 3 *Media Law Notes*, Spring 1994, p. 8.

Laurence B. Alexander, "Press Law," *College Media Advisers Newsletter*, July/August 1990, p. 6.

Laurence B. Alexander, "FCC: School Should Control Station," *Keeping Free Presses Free*, a publication of College Media Advisers, Inc., January 1990, p. 4.

Laurence B. Alexander, "FCC Concerns: Fairness Out, Decency In," *Keeping Free Presses Free*, a publication of College Media Advisers, Inc., January 1988, p. 4.

Laurence B. Alexander, "Michael Fawer--Practicing Criminal Law in New Orleans," Vol. 3 No. 2 *The Bench*, a publication of Tulane Law School, December 1985, pp. 6-9.

Laurence B. Alexander, "Casenote: *Barrett v. Chevron U.S.A., Inc.*," (winning entry in the Tulane Law Review Writing Competition) Fall 1985, 20 pp.

Laurence B. Alexander, "Editorial Content of Advertising Shoppers in Louisiana," a master's thesis completed at the University of Florida, Spring 1983.

### **RESEARCH CITATIONS (SELECTED LIST)**

Research Works Cited By Numerous Textbook, Courts and Law Reviews, including:

#### **Selected Citations in Textbooks and Legal Practice Guides**

*Bender's Forms of Discovery Treatise* § 5.15, Part 29 Production and Inspection; Privileges, Matthew Bender & Company, Inc., 2004; Don R. Pember, *Mass Media Law*, The McGraw-Hill Companies, Inc., New York, NY 2003; Paul Siegel, *Communication Law in America*, Allyn & Bacon, Boston, MA 2002.

#### **Selected Citations in Appellate Court Decisions and Briefs**

California Fourth Appellate District Court of Appeal; Supreme Court of Minnesota; Supreme Court of New Jersey; 11<sup>th</sup> U.S. Circuit Court of Appeals; U.S. District Court for the Southern District of New York; Brief to the Supreme Court of Florida in *Morris Communications v. Frangie*; Congressional Research Service (CRS) Reports and Issue Briefs.

#### **Selected Citations in Law Review Articles**

*American Criminal Law Review*; *American Law Review*; *Boston University Journal of Science and Technology Law*; *BYU Journal of Public Law*; *Cardozo Arts & Entertainment Law Journal*; *Catholic University CommLaw Conspectus*; *Catholic University Law Review*; *College of William & Mary Bill of Rights Journal*; *Columbia Law Review*; *Communication Law & Policy*; *DePaul Journal of Art and Entertainment Law*; *Dickinson Law Review*; *Duke Law & Technology Review*; *Federal Communications Law Journal*; *Florida International University Law Review*; *Harvard Law Review*; *Houston Law Review*; *Loyola University Chicago*

*Law Journal*; *Journal of Maritime Law and Commerce*; *The Maritime Lawyer*; *Minnesota Law Review*; *NYU Journal of Legislation and Public Policy*; *Notre Dame Journal on Law, Ethics and Public Policy*; *Ohio State Law Journal*; *St. John's Journal of Legal Commentary*; *St. John's Law Review*; *Temple Law Review*; *Toledo Law Review*; *Tulane Law Review*; *UCLA Law Review*; *University of Arkansas (Little Rock) Law Review*; *University of Kansas Law Review*; *University of the Pacific McGeorge Law Review*; *University of Pennsylvania Law Review*; *University of Richmond Law Review*; *University of San Francisco Law Review*; *University of Toledo*; *Victoria University of Wellington Law Review*; *Virginia Journal of Law and Technology*; *Wake Forest Law Review*; *Washington Law Review*.



## **GRADUATE SUPERVISORY COMMITTEES**

### **Doctoral Dissertations Chaired**

- **Mark Caramanica**, "Online Dissemination of Divorce Court Records: Access and Privacy Implications for Electronic Records Management Systems," in progress.
- **Jasmine McNealy**, "The Press Behaving Badly: First Amendment Freedoms for News Media and Limitations on Lawful Newsgathering," 2008. Assistant Professor, Newhouse School of Public Communication, Syracuse University

### **Doctoral Dissertation Committee Memberships**

- **Latosha L. Bowens**, "Policy Analysis of the Development of a State Level PK-20 Education Continuum," In Progress. (External Member)
- **Anaklara Herring**, "Disclosural Privacy Rights Under Federal and State Freedom of Information Laws," 2009.
- **Barbara Smith**, "Mandatory Internet Filtering in Public Libraries: The Disconnect Between Law and Technology," 2009.
- **Amy Kristin Sanders**, "Defining Defamation: Community, Plaintiff Status and Harm in the Age of the Internet," 2007.
- **Roxanne Watson**, "Public Person Libel Standards in the British Commonwealth Caribbean Versus the United States," 2006.
- **Josh Azriel**, "Internet Hate Speech in the United States and Canada: A Legal Comparison," 2006.
- **Amanda Reid**, "Trademark Dilution Law: A Cross-Disciplinary Examination of Dilution and Brand Equity Scholarship," 2004.
- **Irina Dimitrieva**, "A Comparative Democratic Analysis of Government Copyright in the United States and the United Kingdom," 2002.
- **Tony Fargo**, "Tell Me No Secrets: The Journalist's Privilege for Non-confidential Information," 2001.
- **Martin Halstuk**, "Electronic Access: The Freedom of Information Act of 1996," 1999.
- **Paul Gates**, "The Professor and the Court: Alexander Meiklejohn's Influences on First Amendment Jurisprudence, 1946-1983," 1996.
- **Charles N. Davis**, "Enforcement of State Open Meeting Laws: A Utilitarian Analysis," 1995.

### **Master's Thesis Committees Chaired**

- **Adrienne Biddings**, "MySpace and YouTube: The New Safe Haven for Defamatory Content," 2009.
- **Kimberly Lopez**, "Student Speech and Online Social Networks," 2008.
- **Jasmine McNealy**, "Spam and the First Amendment: A Survey of State Statutory and Common Law Remedies to Unsolicited Commercial E-Mail," 2006.
- **Alison Rumley**, "The Declining Portrayal in a False Light Privacy Tort and the News Media," 2005.
- **Julia Farkas**, "Taming the Telemarketing Tirade: The Jurisdictional Reach of the FCC and the FTC Under the National Do Not Call Act," 2004.
- **Darren Spielberg**, "Trademark Parody: Why Nobody Knows What's Going On," 2004.
- **Elenore Klinger**, "The Visual Artists Rights Act: An Experiment in Moral Rights," 2003.
- **Brian Mencher**, "Juvenile Justice Records in the United States: The Emergence of Openness," 2002.

- **Rocky Cabaganot**, "The Right of Publicity and the Emergence of a 'Moral Rights' Doctrine," 2002.
- **Jeff Terrill**, "Trademark Owners' Protection from Cyberpiracy: Legislative, Judicial and Extra-judicial Developments," 2002.
- **Jennifer Kipke**, "State Bar Regulation of Attorney Advertising: Are the Filing Rules Too Restrictive?" 2000.
- **Brooks Rathet**, "The Right to Petition: The Forgotten First Amendment Clause," 1995.
- **Susan Rubin**, "Pornography, Feminism and the First Amendment: A Tentative Trio," 1994.

#### **Master's Thesis Committee Memberships**

- **Kristen Rasmussen**, "Lost But Not Abandoned (Or Adversely Possessed): Using Real Property Law Doctrines to Find A Legal Guardian for Society's Copyright Orphans, 2010.
- **Brian Pafundi**, "Nancy, Greta and Casey, Oh My! Public Access to Criminal Discovery Records: A Look Behind the Curtain in the Age of the Twenty-four Hour News Cycle," 2009.
- **Amanda Groover**, "Tort Liability for Bloggers," 2006.
- **Drew Bagley**, "The Broadcast Flag: A White Flag for Fair Use," 2006.
- **Anaklara Herring**, "Operation Embed: The Host Officer Experience with Embedded Media During the Iraq War," 2006.
- **Meghan McShane**, "The FCC's New Media Ownership Rules and the Role of Judicial Review in the Assessment, Modification and Validation of the Rules," 2005.
- **Marc Randazza**, "High-Tech Coalition Politics in the 2000 Presidential Election: A Legal Constitutional and Ethical Study of Online Vote-Swapping," 2003.
- **David Scileppi**, "The Fifth Amendment: A Journalist's New Best Friend? An Analysis of a Journalist's Confidential Sources from a Property Perspective," 2002.
- **Heather Schwartz**, "Campaign Finance: Contributions, Expenditures and Finding Political Equality," 2002.
- **Mark Caramanica**, "Privacy Rights and Access to Computerized Public Records: Developments in State Case Law and Social Science Research," 2002.
- **Colleen Ahern**, "Hyperlink Proximity: An Assessment of Pharmaceutical Web Site Advertising in the Absence of FDA Regulation," 2002.
- **Catherine Carlton**, "Investigative Records Exceptions to Public Access Laws: A 50-State Analysis," 2000.
- **Bret Feldman**, "Computing 'Actual Cost': How States Have Addressed the Issue of Electronic Storage When Assessing Copy Fees for Electronic Public Records," 2000.
- **Brett Parnes**, "Music Copyright and Permissive Taper Culture," 1999.
- **Michelle Ballard**, "The Indecency Definition in the Context of Broadcast Regulation: Could It Be Unconstitutional After *Reno v. ACLU*?" 1998.
- **Jill Weinstein**, "The First Amendment and the Protection It Affords Advertising Arising Out of Florida Citizens' Initiative Process," 1998.
- **Jeff Jacobs**, "Looking Back to See the Future: The History of Communications Regulations as a Guide to Regulating the Internet," 1997.
- **Michael Hoefges**, "Privacy Exemptions to Florida's Open Records Law," 1996.
- **Anthony Fargo**, "The Concept of Press Responsibility and Its Relationship to Electronic Newspapers," 1996.
- **R. Steven Brown**, "Analysis of File Request Loop for the Journalism List: A Study of A World-Wide Web Document" 1995.
- **Robert Blade**, "Building Community: A Publisher, His Readers and the IRS," 1995.

### **SCHOLARLY EDITORIAL REVIEW**

Reviewer, NIH Director's Pathfinder Award to Promote Diversity in the Scientific Workforce, National Institutes of Health. 2010

Reviewer, *Journalism and Mass Communication Quarterly*, 2002-Present

Reviewer, *Communication Law and Policy*, 1999-Present

Reviewer, *Journalism and Mass Communication Monographs*, 1998

Reviewer, *Journal of Applied Communications*, published by Agricultural Communicators in Education, 1996

Reviewer, AEJMC Law Division Paper Competition, Washington, DC, 2007

Reviewer, AEJMC Law Division Paper Competition, Kansas City, MO, 2003

Reviewer, AEJMC Southeast Regional Colloquium Refereed research paper competition, Roanoke, VA, 1996

Reviewer, *Journalism and Mass Communication Educator*, 1994, 1998.

Reviewer, *Journal of Communication*, 1993.

Advisory Board Member, *Journal of Law and Public Policy*, 1992-Present.

Editorial Board Member, *The Tulane Maritime Lawyer* law review, 1985-87.

Member, Publications Committee, American Bar Association's Young Lawyers Division, 1993-94.  
(Reviewed publications by the Bankruptcy Law Committee, the Tax Committee, and the Labor & Employment Committee)

### **SELECTED LECTURES/PRESENTATIONS**

Panelist, "Graduate Deans' Roundtable: Best Practices for Completing Your PhD Program," Florida Education Fund McKnight Doctoral Fellowship Orientation, Tampa, FL, June 25, 2011.

Moderator, "Pathways to Becoming College and University-Level Academic Administrators," Florida Education Fund McKnight Doctoral Fellowship Annual Conference, Tampa, Florida, October 22, 2011.

Presenter, "Successful Networking in the Professoriate," Atlantic Coast--SBE Alliance Preparing Future Faculty Conference, National Science Foundation, University of North Carolina, Chapel Hill, NC, September 24, 2010.

Panelist, "Graduate Deans' Roundtable: Best Practices for Completing Your PhD Program," Florida Education Fund McKnight Doctoral Fellowship Orientation, Tampa, FL, June 26, 2010

Panelist, "Preparing to Defend Theses and Dissertations," a Professional Development Workshop sponsored by the UF Graduate School, February 23, 2010.

Panelist, "Diversity in Academia," Atlantic Coast--SBE Alliance Preparing Future Faculty Conference, National Science Foundation, University of Maryland, College Park, MD, June 11, 2010

Panelist, "Employment Opportunities, Negotiating Contracts, Publishing and Earning Tenure and Promotion in Academia," Florida Education Fund McKnight Doctoral Fellowship Annual Conference, Tampa, Florida, October 25, 2008.

Keynote Speaker, "Student Free Speech in Public Forums on University Campuses," Gainesville/Alachua County Free Speech Forum, Gainesville, FL, April 14, 2008.

Panelist, "Finding the Ideal Mentor for Graduate Students," Board of Education Summer Fellowship Program at UF, July 26, 2007.

- Panelist, "Teaching Tips: A Discussion of Teaching Challenges and Solutions," U.S. Institute on Journalism and the Media, UF College of Journalism and Communications, July 12, 2007.
- Panelist, "Publishing in Scholarly Journals," McKnight Doctoral Fellows Conference, Florida Educational Fund, Tampa, Florida, November 11, 2006.
- Panelist, New Faculty Orientation, "UF Academy of Distinguished Teaching Scholars: Balancing Teaching and Research," UF Reitz Union, August 17, 2006
- Panelist, "Graduate Student Mentoring Relationships," Board of Education Summer Fellowship Program at UF, July 27, 2006.
- Panelist, "Expectations for Faculty During the ACEJMC Reaccreditations Visit," UF College of Journalism and Communications Retreat, August 16, 2005.
- Guest, "Front Page On the Air," 850 WRUF-AM Gainesville, FL, a public affairs interview show on February 15, 2005, on "Press Privilege and the Valerie Plame CIA case."
- Guest Speaker, "Law and Order," Summer Journalism Institute for High School Students, UF College of Journalism and Communications, June 22, 2004.
- Guest Speaker, "A Test Case for Newsgathering: The Effects of 9/11 on the Changing Watchdog Role of the Press," Emerson Alumni Hall Distinguished Lecture Series, UF Alumni Hall, July 22, 2003.
- Guest Speaker, "Legal Briefs: A Primer on Press Law," Summer Journalism Institute for High School Students, UF College of Journalism and Communications, June 24, 2003.
- Guest Speaker, "When Privacy and the Public Interest Collide" The Dale Earnhardt Case Revisited," Central Citrus County Rotary Club, Black Diamond Golf Course Clubhouse, Lecanto, FL, April 23, 2003.
- Guest Speaker, "A Test Case for Newsgathering: The Changing Watchdog Role of the Press," Florida Frontiers Lecture Series, UF College of Liberal Arts and Sciences, Phillips Center for the Performing Arts, Black Box Theatre, March 5, 2003.
- Guest Speaker, "Legal Issues in Newsgathering," UF Foundation Research Department, Emerson Alumni Hall, January 23, 2003.
- Guest Speaker, "When Privacy and the Public Interest Collide" The Dale Earnhardt Case Revisited," Dixie County Rotary Club, Carriage Inn Restaurant, Cross City, FL, December 18, 2002
- Guest Speaker, "When Privacy and the Public Interest Collide" The Dale Earnhardt Case Revisited," UF Alumni Association and Tri-County Gator Club, Elks Club, Fanning Springs, FL, September 9, 2002.
- Guest Speaker, "When Privacy and the Public Interest Collide" The Dale Earnhardt Case Revisited," UF Alumni Association and Capital Area Gator Club, Ramada Inn North, Tallahassee, FL July 23, 2002.
- Guest Speaker, "Legal Briefs: A Primer on Press Law," Summer Journalism Institute for High School Students, UF College of Journalism and Communications, June 26, 2002.
- Guest Speaker, "America's Watchdog: Too Much Bark and Not Enough Bite," UF Alumni Association and the Hernando County Gator Club, Brooksville, FL, June 19, 2002.
- Guest Speaker, "When Privacy and Public Interest Collide: The Dale Earnhardt Case Revisited," two presentations for alumni attending the 2002 Reunions, UF Alumni Association, Gainesville, FL, April 27, 2002.
- Guest Speaker, "Media and Current Events: Journalism Ethics Group Debate," a presentation for alumni attending Back to College, UF Alumni Association, Gainesville, FL, March 1, 2002.

- Moderator, "Bringing in the Outs: Toward Diversity and Democracy," the main plenary session for the 2001 AEJMC National Convention, Washington, DC, August 6, 2001. Broadcast on C-SPAN).
- Panelist, "Accommodating Students with Disabilities in News-Editorial Courses," a presentation co-sponsored by the Newspaper Division and the Media and Disability Interest Group, AEJMC, National Convention, Washington, DC, August 5, 2001.
- Guest Speaker, "When Privacy and Public Interest Collide: The Dale Earnhardt Case Revisited," a presentation to the Board of Directors and Staff, UF Alumni Association Annual Meeting, Disney Resort in Vero Beach, FL, July 14, 2001.
- Guest Speaker, "Lessons in Free Expression," Summer Journalism Institute for High School Students, UF College of Journalism and Communications, June 27, 2001.
- Guest Speaker, "Lessons in Free Expression," Summer Journalism Institute for High School Students, UF College of Journalism and Communications, June 28, 2000.
- Guest Lecturer, "The Study and Practice of Media Law," UF Pre-Legal Honor Society, April 11, 2000.
- Guest Speaker, "Learning to Love the Law," Summer Journalism Institute for High School Students, UF College of Journalism and Communications, June 23, 1999.
- Panelist, "Davis, Kidwell, The Abandoned Shield, And Dissension Among the Ranks: Florida Journalists' Privilege, A.D. 1998," a presentation to the Florida Media Law Conference, Miami, FL, March 21, 1998.
- Moderator, "Subpoenas/Shield Law Workshop," Florida Sunshine Summit, Brechner Center, 20<sup>th</sup> Anniversary Celebration, Gainesville, FL, October 17, 1997.
- Guest, 850 Live WRUF-AM, Gainesville, FL, a one-hour public affairs talk show hosted by Jennifer Morten, April 23, 1997, titled "The Journalist's Privilege in Florida."
- Panelist, "The Horror of '96, The Hope of '97: The Future of the Journalist's Privilege in Florida," a presentation to the Florida Media Law Conference, Fort Lauderdale, FL, March 8, 1997.
- Panelist, "How Do I Prepare to Teach Media Law and Are There Any Jobs Out There?" a presentation co-sponsored by the Law Division and the Commission on the Status of Women, AEJMC, National Convention, Anaheim, CA, August 12, 1996.
- Guest Speaker, "A Free and Responsible Press," Opening Address for the Annual Convention of the Florida Community College Press Association, Cocoa Beach, FL, Oct. 12, 1995.
- Guest Speaker, "Truth in Journalism," UF Christian Faculty Fellowship, Gainesville, FL, April 7, 1995.
- Moderator, "Information Highway and Confidentiality," AEJMC Southeast Colloquium, (Law Division), Gainesville, FL, March 11, 1995.
- Panelist, "Workshop on Subpoenas," Florida Media Law Conference, St. Petersburg, FL, March 4, 1995.
- Guest Lecturer, "Convergence of Law and Ethics," Mass Media and Society Course, College of Journalism and Mass Communications, University of Nebraska, Lincoln, NE, September 27, 1994.
- Guest, KFOR Radio in Lincoln, NE, September 27, 1994. Interviewed on media law and journalism education issues.
- Guest Lecturer, "Editing Racism and Sexism Out of Journalism," Principles of Editing Course, College of Journalism and Mass Communications, University of Nebraska, Lincoln, NE, September 26, 1994.

- Guest Lecturer, "Press Privilege: A Historical Perspective," History of Mass Media Course, College of Journalism and Mass Communications, University of Nebraska, Lincoln, NE, September 26, 1994.
- Guest Lecturer, "Press Privilege in the 1990s: Is Confidential Source Protection Still Necessary?" College of Journalism and Mass Communications, University of Nebraska, Lincoln, NE, September 26, 1994.
- Guest Speaker, "Applying the Lessons of *Cohen v. Cowles Media Co.* to the Newsroom," a presentation to the staff for *The Lincoln Journal*, Lincoln, NE, September 26, 1994.
- Guest, KRNU student radio station in Lincoln, NE, September 26, 1994. Interviewed about issues related to media law and ethics.
- Moderator, "Top Faculty and Student Papers," Annual Convention of the Association for Education in Journalism and Mass Communications (Law Division), Atlanta, GA, August 10, 1994.
- Panelist, "Dances With Wolves II' Starring Tim Roche, the American Judicial System, and a Cast of Thousands of Reporters," Florida Media Law Conference, Miami, FL, February 27, 1993.
- Panelist, "What You Can Do with a Law Degree: Non-traditional Career Options," UF College of Law, April 17, 1992.
- Panelist, "Alternative Uses of a Law Degree in Communications," UF College of Law, April 3, 1992.
- Panelist, "Old Mr. Libel Alive and Well and Living Everywhere," College Media Advisers Convention, Washington, DC, November 3, 1990.
- Panelist, "Pushy Photographers, Snoopy Reporters and Other Privacy Issues," College Media Advisers Convention, Washington, DC, November 3, 1990.
- Panelist, "Pushy Photographers, Snoopy Reporters and Other Privacy Issues," College Press Convention, New York, NY, March 23, 1990.
- Panelist, "The ABCs (and XYZs) of Libel: The Law and Its Applications," College Press Convention, New York, NY, March 23, 1990.
- Panelist, "Everything You Ought to Know About Libel," College Press Convention, New York, NY, March 16, 1989.
- Panelist, "Whaddya Mean I Can't Print That? Legal Roundtable," College Press Convention, New York, NY, March 17, 1989.

## **ORGANIZATION AFFILIATIONS**

### **Academic**

- Association for Education in Journalism and Mass Communications, 1989-Present
- Member, Finance Committee, AEJMC, 2008-2011
  - Chair, Task Force on Development, 2009-10
    - (Appointed by the AEJMC President to a task force charged with creating recommendations for fundraising and development)
  - Member, Accreditation Site Team Visit, ACEJMC, February 6-9, 2005
    - Selected as part of a four-person team that visited Norfolk State University in Virginia to assess the quality of the programs in the Department of Mass Communication and Journalism.

Member, Task Force on the Status and Future of the Structure/Organization of  
AEJMC, 2001-03  
(Appointed by the AEJMC President to a task force charged with identifying  
what can be done to bring order to the association's division structure)

Member, Executive Committee, AEJMC, 2000-01

Elected Member, AEJMC Standing Committee on Professional Freedom &  
Responsibility, 1995-98; Re-elected 1998-2001  
(Chosen in national elections by the AEJMC membership. Committee  
annually evaluates activities of AEJMC's 16 divisions and 11 interest groups)

Chair, AEJMC Standing Committee on Professional Freedom & Responsibility,  
2000-01 (Vice-Chair in 1999-2000)

Resolutions Chair, AEJMC, 1997-99  
(Chosen in an election by the members of the Standing Committee on  
Professional Freedom & Responsibility)

Member, AEJMC Nominating Committee, 1999-2002  
(Named to this committee by the AEJMC President. Committee solicits  
nominees for all association offices)

Member, AEJMC Task Force on Teaching and Learning in the New Millennium,  
1998-2000  
(Appointed by the AEJMC President to the Task Force and the  
Subcommittee on Inclusivity)

Member, AEJMC Publications Committee, 1996-99  
(Named to this committee by the AEJMC President. Committee provides  
oversight for the association's scholarly publications.)

Program Coordinator, 1995 Southeast Colloquium, Gainesville, FL  
(Coordinated four program panels and a plenary session.)

Law Division Activities:

Chair, Publication Policy Committee, for the division's refereed journal,  
*Communication Law & Policy*, 1999-2000

Publications Policy Committee Member, 1997-Present

Membership Chair, 1996-97

Research Chair, 1995-96

Legal Bibliographer, 1994-95

Liaison, Freedom of Information Coalition, 1993-94

Newspaper Division Activities:

Member, Executive Board, 1998-2001

Member, Mass Communication and Society Division

Member, Minorities and Communication Division

International Communication Association, 1993-Present

Communication Law and Policy Interest Group

Mass Communication Division

Pi Lambda Theta International Honor Society and Professional Association in Education,  
2005-Present

Education Law Association, 2007-Present

College Media Advisers, Inc., 1987-92

Press Law Committee; Multicultural Committee

Modern Language Association

American Association for the Advancement of Science

### **Professional Journalism**

Society of Professional Journalists, 1989-Present  
Code of Ethics Revision Task Force, 1994-95  
SPJ Faculty Adviser, Temple University, 1989-91  
National Association of Black Journalists, 1989-Present  
Media Institute Archives Committee, 1997-98  
Journalism Education Committee, 1997-98  
Board Member, Philadelphia Chapter, 1990-91  
Investigative Reporters and Editors, Inc., 1989-Present

### **Media/Law**

American Bar Association, 1987-Present  
Planning Board Member, Young Lawyers Division Law and  
Media Committee, 1990-93  
(Projects included ABA Draft Report on Televised Executions, Report and  
Resolution on the Regulation of the Content of Record Lyrics, and a  
Monograph on Press/Bar Relations)  
Forum Committee on Communications Law, 1987-Present  
Section of Patent, Trademark and Copyright Law, 1987-Present  
The Florida Bar Media and Communications Law Committee, 1991-Present  
Director, Subpoena Survey Project, 1991-93  
Judge, Annual Media Awards, 1993-94  
Louisiana State Bar Association, 1987-Present  
National Bar Association, 1989-1992

## **UNIVERSITY SERVICE**

### **University of Florida**

#### **University**

Chair, Graduate Curriculum Committee, UF Graduate School, 2006-Present  
Member, Search Committee for Director of the Center for Public Service, UF College of  
Liberal Arts and Sciences, 2008-09  
Member Search Committee for Associate Vice President and Dean of the Graduate School,  
2006-07  
Member, Search Committee for Provost and Senior Vice President for Academic Affairs,  
2004-05  
Member, Provost Diversity Committee, 2003-04  
Member, Board of Directors, University Athletic Association, 2001-03  
Member, Board of Directors, University Alumni Association, 2001-03  
Member, Distinguished Alumni Professor Selection Committee, 2003  
Member, Southern Association of Colleges and Schools' Compliance Committee, 2001-03  
(Preparing a self-study for 2003 accreditation review)  
Member, Multi-job Search Committee, UF Office of the Vice President for Public  
Relations, 2001  
(Committee successfully recruited top candidates for three positions for the Office  
of the Vice President for Public Relations--Director, News and Public Affairs;  
Associate Director for Print, News and Public Affairs; and Community Affairs  
Coordinator, Office of Public Relations)



Chair, Search Committee for UF Assistant Vice President for Public Relations, 1999-2000  
Member, Tenure and Promotion Revision Committee, 1997-98  
(Revised the campus rules and process for tenure and promotion to bring UF in compliance with Florida's Sunshine Law)  
Member, President Lombardi's Teaching Improvement Program Committee, 1995-96  
(Drafted the Professorial Excellence Program to reward full professors)  
Elected Faculty Representative to the University Senate, 1993-95; 1999-2001; 2004-05  
Mentor, University Minority Mentor Program, UF Affirmative Action Office, 1993-2006  
(Served as a mentor for two new freshmen minority students each year)  
Moderator, "Understanding How Issues of Socioeconomic Class and Gender Interact with Cultural Differences," UF Conference on Affirmative Action, March 18, 1992

**College of Journalism and Communications**

Member, Sabbatical Selection Committee, 2008-09  
Member, Research Foundation Professor Selection Committee, 2006-Present  
Proofreader, Communitator alumni magazine, 2004-Present  
Member, College Committee on the Carnegie Initiative on Curriculum Enrichment, 2005-06  
Member, Search Committee, Associate Dean for Research, 2005-06  
Chair, Information Resources Committee, 2002-04  
Member, Information Resources Committee, 1994-2004  
Chair, Sabbatical Selection Committee, 2000-01  
Member, Sabbatical Selection Committee, 2002-03  
Chair, Curriculum Committee, 1996-97  
Member, Curriculum Committee, 1994-98  
Chair, High Honors Committee, 1992-93  
(Established a third tier of honors--Highest Honors)  
Elected to the Teaching Improvement Program Criteria Committee, 1993  
(Established college criteria for \$5,000 faculty TIP Awards)  
Elected to the Constitution Revision Committee, 1992-93  
(Completed a major revision of the college constitution)  
Elected to the Search Committee for Dean of the College, 1993-94  
(Served as college liaison to Business College Dean John Kraft, search committee chair)  
Selected to the Tenure and Promotion Committee, 1999-2000; 2004-05; 2006-08; 2009-Present  
(Reviewed the applications of candidates in accordance with college guidelines)  
Search Committee (and subcommittee) for Chair, Department of Journalism, 1997-98  
Search Committee for Chair, Department of Public Relations, 1994-95  
Search Committee for Assistant Dean for Graduate Studies, 1993  
Search Committee for Assistant Director for the Brechner Center for Freedom of Information, 1992-93  
Administrative Council, 1994-98  
Council of Chairs and Deans, 1994-98  
Staff Service Award Criteria Committee, 1996-97  
(Established criteria for selecting an annual winners)  
Research Committee, 1995-96; 2002-04; 2005-06  
Graduate Studies Faculty, 1992-Present  
Instructor, Summer Journalism Institute for High School Media Advisers, 1993  
Consultant, *Orange and Blue* magazine, 1993-Present  
Consultant, *The Florida Independent Alligator* newspaper, 1994

Teaching Improvement Program Criteria Committee, 1993  
Teacher and Course Evaluation Committee, 1991-93  
Affirmative Action Committee, 1991-92  
Adviser for Pre-law Students, 1991-Present

### **Department of Journalism**

Faculty Mentor for Assistant Professor Cory Armstrong, 2006-Present  
(Received tenure and promotion to associate professor)  
Faculty Mentor for Assistant/Associate Professor Sandra Chance, 1994-2006  
(Received tenure and promotion to professor)  
Member, Department Search Committee, 2004-05  
(Filled two vacancies—Editing and Magazines)  
Member, Curriculum Revision Committee, 2001-03  
(Made several recommendations for revising the department's curriculum to streamline course offerings and accommodate convergence needs)  
Member, Task Force on Convergence, 2000-01  
(Joined in compiling information and writing the Teaching Mass Communication Law section of the Task Force Report)  
Chair, William Randolph Hearst Writing Competitions, 1994-2000  
5<sup>th</sup> Place Finish in Writing 1997-1998  
3<sup>rd</sup> Place Finish in Writing 1998-1999  
5<sup>th</sup> Place Finish in Writing 1999-2000  
Judge, Society of American Travel Writers Foundation, Lowell Thomas Travel Journalism Competition, 1997-Present  
Undergraduate Coordinator for all courses, students and activities in the department, 1994-98  
Monitor, Dow Jones Newspaper Fund Examination for Newspaper Editing Intern Program, 1994-98  
Chair, Buddy Davis Scholarship and Award Committee, 1994-98  
Member, Selection Committee for the Webb-Stapler Scholarship for Florida Scholastic Press Association Advisers, 1995-98

### **JOURNALISM AND RELATED PROFESSIONAL EXPERIENCE**

Copy Editor, *The Philadelphia Inquirer*, Philadelphia, PA, Summers 1989-1992  
Contributing Writer, *The Bench*, Tulane Law School, November 1985-October 1986  
Staff Writer, *The Times-Picayune*, New Orleans, LA, August 1982-August 1985  
Staff Writer, *The Houma Courier*, Houma, LA, Summer 1982  
Staff Writer, *The Times-Picayune*, New Orleans, LA, Summer 1981  
Editor-in-chief, *Driftwood*, New Orleans, LA, May 1980-May 1981

### **COMMUNITY SERVICE**

Co-Leader, Life Enrichment and Fellowship Ministry, Passage Family Church, 2010-Present  
Chair, Search Committee for Senior Pastor, Mount Carmel Baptist Church, 2005-06  
Chair, Board of Directors, Campus Communications Inc., Member 1997-2001; Chair 2001-04  
Chair of *The Alligator* Hall of Fame Selection Committee, 2001-04  
Assistant Coach, Gainesville Striders Track Club, 2000-2001  
Volunteer, WUFT-FM, Radio Reading Service, 1996-2001  
Volunteer, WUFT-TV Annual Fund Drive, 1998-2000  
Member, Executive Committee, Reubin Askew Institute on Politics and Society, 1994-1998

Member, City/County Cable Television Advisory Committee, Gainesville, FL, 1994-95  
Member, Focus on Leadership of Gainesville/Alachua County, *The Gainesville Sun*, 1993-94  
Urban Journalism Workshop, Philadelphia, PA, 1989-91  
Chestnut Hill Father's Club, Dept. of Recreation, Philadelphia, PA, 1989-1990  
Assistant Coach, Little League Baseball  
Head Coach, Basketball League (10-year-olds)

**INSTITUTIONAL LEADERSHIP AREAS**

Academic Affairs	Equal Employment Opportunity Officer
Accreditation	Faculty Diversity
Administration of Graduate School	Partnerships
Administration of Undergraduate Programs	Interdisciplinary Development
Alumni Association Board	Media and First Amendment Law Scholar
Athletic Association Board	Shared Governance
Chairman, Non-profit Corporation Board	Student Development Programs
Collective Bargaining Environment	Student Recruitment/Enrollment Diversity
Communications and Marketing Development	Student Success and Graduation
Distinguished Student-Centered Teaching	

**SPECIAL SKILLS APPLICABLE TO ACADEMIC LEADERSHIP**

Dispute Resolution	Legal Analysis and Problem Solving
Entrepreneurial Development	Negotiation
Fundraising/Major-Gift Prospect Development	Risk Management
Human Resources Development	



## Kim Luckes, J.D.

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### Home Address

[REDACTED]  
[REDACTED]  
[REDACTED]

### Business Address

Norfolk State University  
Office of the President  
700 Park Avenue  
H.B. Wilson Hall, Suite 520  
Norfolk, VA 23504  
Work Phone: (757)823-2886  
Business Cell: [REDACTED]

### **Education**

May 1982	Juris Doctor	North Carolina Central University School of Law Durham, NC
May 1979	Bachelor of Arts	Elizabeth City State University Elizabeth City, NC
November 2012	Certificate	Executive Leadership Summit Hampton University Hampton, VA
April 2011	Certificate	Hampton Roads Civic Leadership Norfolk, Virginia
May 2005	Certificate	Leadership North Carolina, Class XII Raleigh, North Carolina
April 2004	Certificate	Mabel Parker McLean Women's Leadership Development Forum United Negro College Fund, Inc. Miami Beach, Florida

### **Professional Experience**

***Executive Vice President and Chief Operating Officer, Norfolk State University, Norfolk, VA***  
July 2011 to Present

Provides oversight and leadership for the non-academic support areas of the University, including University Advancement, Finance and Administration, Student Affairs and Enrollment Management. The Office of the Executive Vice President and Chief Operating Officer upholds the charge to embrace the Norfolk State University brand of "excellence" with emphasis on performance management and accountability.

### Essential Functions

- Formulates organizational strategy and co-chairs Strategic Planning Committee
- Provides overall leadership and direct supervision of the Vice President for University Advancement, Vice President for Student Affairs, Vice President for Finance and Administration and Assistant Vice President for Enrollment Management

### **NOTABLE ACHIEVEMENTS**

- Conducted a Norfolk State University Band Special Review
- Initiated the Light Rail Grand Opening, City of Norfolk and Norfolk State University
- Conducted a Community Engagement Forum with the City of Norfolk
- Initiated and Completed Six Year Plan Strategy and Prioritization
- Conducted Search and Appointment of Interim Vice President for Student Affairs
- Conducted Search and Appointment of Interim Vice President for Finance and Administration
- Conducted Search and Appointment of Interim Vice President for University Advancement
- Launched and Completed 2012-2018 Strategic Planning Process
- Launched an Operations and Efficiency Study

### ***Acting President/Chief Executive Officer, Norfolk State University, Norfolk, VA***

July 2010 to June 2011

Responsible for supporting the mission of the University by providing vision and leadership for effective management, sustaining and enhancing the institution's overall operations and promoting/advocating higher education to internal and external constituencies.

### Essential Functions:

- Implement system policies for effective management of the institution
- Provide overall leadership and direct supervision of the provost, vice presidents and selected executive administrators, as well as establish the internal administrative and management structure of the university and the organization of academic programs into colleges, schools, departments, divisions and centers of instruction
- Provide leadership for the governance of the faculty, all other university employees and students
- Balance the university's revenues and expenditures, managing the university's funds and other resources, assuring the financial integrity of the university
- Manage and personally participate in public and private fundraising
- Serve as the University's official spokesperson and represent the university as its designated representative
- Report to the 13-member Board of Visitors

### **NOTABLE ACHIEVEMENTS**

- During the legislative session in Richmond, awarded \$2.4M in new funds to support a variety of STEM Projects.
- Received authorization to fund the final planning and construction costs for the "New Classroom and Nursing Building."

- Met all management and reporting standards for the Commonwealth of Virginia and Federal government.
- Received an “unqualified opinion” on annual financial statements and the University No significant audit deficiencies for FY 2009-2010.
- Datatel Colleague Financial Project Implementation which provided a more integrated approach to managing financial processes at NSU and provided a “one-stop shop” for the University’s academic and administrative needs.
- Developed an Energy Conservation Plan that complied with the Governor’s Executive Order 48. NSU realized savings of at least \$1 million in FY 2010.
- Complied with the Department of Minority Business Enterprise Small, Women and Minority-owned businesses (SWaM) requirements and received the ***Governor’s Highest SWaM Expenditures Achieved Award in 2010.***
- Increased transfer student and community college enrollment by 10%, respectively and achieved highest enrollment rate in ten years for new freshmen of 37.4% for Fall 2010.
- Launched the highly successful ***Make A Connection Presidential Receptions*** targeting high profile students. Toured 5 cities and awarded \$74,000 in scholarships for Books, Tuition and Rooms.
- Developed new recruitment material and hosted two successful First View events which had over 1000 participants, representing increases of 26% and 48%, over Fiscal Year 2009-2010 respectively.
- Secured NSU as a testing site to offer the SAT exam to prospective students which is expected to positively impact recruitment and yield efforts.
- Processed over \$175M in financial aid; and improved timely generation of importing FAFSA files by 18% and increased awarding of federal financial aid by 22%.

***Assistant to the Norfolk State University Board of Visitors and the President, Norfolk, VA***  
February 2010 to June 2010

Responsible for assisting the Board of Visitors with the effective transition of the President

Essential functions:

- Serve as the liaison between the President and the Board of Visitors
- Participate in all senior executive and administrative discussions and meetings
- Interview members of executive management and prepare status reports on internal operations
- Attend and report at Board of Visitors meetings
- Meet with the Rector as needed
- Manage additional special projects and assignments

***Executive Vice President, Saint Augustine’s College, Raleigh, NC***  
August 2008 to February 2010

Responsible for exercising disciplined leadership in academic and student affairs, athletics, institutional effectiveness, personnel management, strategic planning, and assessment that purposefully advances the mission of the College by building and sustaining a culture of excellence, growth and service.

Essential Functions:

- Responsible for the day-to-day operations of the College in the absence of the President
- Generate, articulate, communicate and sustain a vision for academic and student affairs that aligns with and strengthens the College's strategic priorities and commitments
- Encourage the realizations of the College's vision by establishing and executing plans to achieve program goals
- Oversee all recruiting and firing to ensure an excellent fit with the College's mission, culture and commitments
- Oversee re-appointments, orientation, mentoring and evaluation of academic support personnel
- Ensure College policies are evenly applied
- Relate with other campus leadership as needed and appropriate including the Vice President for Business and Finance on all budget and resource matters and the Vice President for Institutional Advancement and Development on matters related to the College's public presence, grant writing and general advancement
- Serve as liaison with the College's accrediting body, the Commission on Colleges, Southern Association of Colleges and Schools

***Provost and Vice President for Academic Affairs, Saint Augustine's College, Raleigh, NC***

July 2001 to August 2008

Responsible for the oversight and execution of education policy, supervision of programs of instruction of faculty and instructional budgets, and faculty and staff effectiveness and development. Provided oversight of academic and administrative services personnel, athletics, research and sponsored programs, institutional effectiveness and compliance, and curriculum and academic resources. Involved in collaborations and initiatives with other colleges, universities and corporate entities.

**Essential Functions:**

- Develop a faculty that is distinguished in teaching, research and service at the local, state, national and international levels
- Provide students with personal and professional options that enables them to assume leadership roles in a scientific and technological society
- Provide students with programmatic options that prepare them to qualify for contemporary and emerging job opportunities
- Develop and implement a program of information to support planning and decision-making
- Provide initiative and leadership in all aspects of academic and administrative services
- Reviews and recommends appropriate action for all EEOC, Department of Labor and Worker's Compensation inquiries and notifications as well as grievances involving faculty, staff and students

**NOTABLE ACHIEVEMENTS**

- Led the Institution to Full Reaffirmation from Probationary Status with the Southern Association of Colleges and Schools
- Served as Peer Evaluator for the Southern Association of Colleges and Schools for six Off-Site Review Committees and two On-Site Review Committee
- Planned and developed the President's Administrative Retreat each summer which resulted in a Strategic Plan and the implementation of new programs
- Redirected the enrollment management unit which resulted in the College receiving an unqualified opinion from the external auditing agency for the past three years

- Assisted the Office of Institutional Advancement and Development in the planning and eventual outcome of the annual scholarship fundraising initiatives, including the implementation of a five-year comprehensive capital campaign
- Developed and implemented a structured "First Year Experience" program that enhances the living and learning community for freshman students
- Provided oversight for the improvement of Library Services through the addition of external grants and internship opportunities for students and staff
- Increased the overall grantsmanship of faculty and staff which has resulted in an additional \$8 million in external funding
- Assisted and provided oversight in the expansion of degree offerings to adult learners in the areas of Organizational Management, Second Chance Teacher Education, Christian Ministry and Criminal Justice
- Increased the number of terminally degreed faculty as well the number of scholarly publications produced by faculty
- Received full reaccreditation of the National Council for the Accreditation of Teacher Education programs (NCATE) in 2007
- Oversight of the Athletics program that includes 16 NCAA Division II sports and responsibility for the selection and evaluation of athletic personnel

***Vice President for Administration, Saint Augustine's College, Raleigh, NC***

January 2000 to July 2001

Responsible for the implementation and development of special projects, supervision of human resources, institutional planning and research, coordination and direction of faculty and staff development programs and directing and implementing the College's strategic planning process and linking it to the budget planning process.

Essential Functions:

- Developed and coordinated comprehensive internal evaluation plans
- Reviewed, critiqued and redesigned the College's policies and procedures
- Supervised academic support units including enrollment planning, admissions, financial aid, and the registrar

***Director of Human Resources, Hampton University, Hampton, VA***

January 1998 to December 1999

Developed Human Resources policies and programs for the entire university. The major areas covered were organizational planning, organizational development, employment, indoctrination and training, employee relations, compensation, benefits, safety and health, and employee services. Originated Human Resources practices and objectives that provided a balanced program throughout all divisions. Assisted and advised senior management on Human Resources issues.

Essential Functions:

- Formulated and recommended Human Resources policies and objectives
- Determined and recommended employee relations practices necessary to establish a positive employer-employee relationship and promoted a high level of employee morale
- Identified legal requirements and government reporting regulations affecting Human Resources



function

- Directed a process of organizational planning that evaluated structure, job design, and manpower forecasting throughout the University
- Established wage and salary structure, pay policies, performance appraisal criteria, employee benefits programs and services, and safety and health programs
- Selected and coordinated use of Human Resources consultants, insurance brokers, insurance carriers, pension administrators, training specialists and other external sources

***Executive Assistant to the Executive Vice President and Provost, Hampton University, Hampton, VA***  
September 1994 to December 1997

Managed the training and developmental programs for University administrators, prepared documents and reports produced and issued by the Office of the Executive Vice President and Provost. Developed the University's administrative calendar and coordinated the President's Annual Administrative Retreat. Served as administrative liaison for faculty committees, represented the Executive Vice President and Provost with external and internal groups and worked with Deans and Chairpersons to resolve problems impacting the undergraduate schools and colleges.

**Essential Functions:**

- Served as administrative officer responsible for developing and maintaining the Faculty Handbook
- Recommended approval or disapproval of faculty applying for positions with the University
- Assisted in the evaluation of faculty to determine quality of performance for promotion, tenure, retention, salary increments and merit consideration
- Assisted in the implementation of sound educational policies and the effective management of personnel, programs and fiscal resources
- Coordinated Strategic Academic Leadership Team retreat
- Assisted in providing and maintaining an environment which was conducive to teaching, learning, research and public service
- Coordinated activities of the Office of the Executive Vice President and Provost

***Lecturer/Education Specialist, College of Continuing Education, Hampton University, Hampton, VA***

July 1990 to September 1994

Analyzed, monitored and recommended programs offered at the College of Continuing Education. Developed, evaluated, and maintained quality control of courses, seminars, and workshops, as well as degree granting programs at the associate, baccalaureate and master's levels. Developed program linkages with external agencies, such as the military, business, educational, and state and local governments.

**Essential Functions:**

- Administered baccalaureate degree programs in Fire Administration, Emergency Medical Systems Management and Paralegal Studies
- Administered master's level programs and workshops in education and counseling
- Selected faculty who demonstrated excellent knowledge of their disciplines and exceptional

- effective teaching strategies for adult learners
- Implemented a comprehensive student advisement program leading towards graduation
- Maintained viable and comprehensive academic programs
- Obtained external funds from governmental agencies

***National Consumer Relations Manager, General Electric Capital Corporation, Stamford, CT***  
August 1987 to July 1990

Assisted in the overall transition from Montgomery Ward Retail Credit to General Electric Capital Corporation. Provided leadership on all projects, which affected or interfaced with the Customer Service Units of General Electric Capital Corporation.

Essential Functions:

- Approved enhancements and changes to the customer service office systems
- Reviewed and monitored the security of processed work to ensure integrity and reliability
- Acted as intermediary when complaints arose concerning quality of service
- Coordinated and directed professional services for feasibility studies
- Maintained effective communication with all operating and staff organizations to ensure that needs were met by associates and clients
- Reviewed regional units progress and efficiency through daily, weekly and monthly reports, as well as personal visits to the regional units
- Trained all customer service personnel on quality control, work measurement, supervisory development, and program enhancements and changes
- Developed material for new training programs

***Regional Customer Service Manager, Montgomery Ward Credit Services, Hampton, VA***  
November 1985 to August 1987

Directed a staff of 55 persons on all customer service matters. Performed a wide variety of duties to direct, control and coordinate customer service functions, including large quotations, order processing, credit adjustments, field service, legal mediation and regional accounts program.

Essential Functions:

- Developed and maintained an effective department through proper selections, training, and assignment of personnel
- Evaluated, promoted, terminated employees and recommended promotions and increases
- Maintained good employee relations
- Assisted subordinates with day-to-day-problems and personal counseling
- Regularly reviewed the progress of work in the department
- Directed meetings to resolve problem accounts and quality problems
- Handled customer correspondence, complaints and inquiries
- Provided oversight of the operation of the Customer Service Department as it related to the handling of customer contracts received, legal support service and customer satisfaction index

**Director of Legal Affairs, D.C. Credit Services, Van Nuys, CA**  
January 1983 to August 1985

Responsible for the leadership and direction for all legal accounts for the company. Supervised attorneys and staff in the coordination of cases and delinquent accounts for corporate clients. Coordinated settlements and negotiations on behalf of clients.

Essential Functions:

- Met with corporate clients quarterly to update them on legal status of accounts
- Developed a departmental structure for establishing and meeting goals and objectives for clients
- Interfaced with attorneys on regular basis
- Negotiated settlements and legal proceedings on behalf of clients and company

**PRESENTATIONS, HONORS AND AWARDS**

- **Recipient, Woman of the Year 2012-2013**, The National Association of Professional Women
- **Honors Convocation Keynote Speaker**, Elizabeth City State University, Elizabeth City, North Carolina, April 2012
- **Recipient, The Emerging Women Award**, Norfolk State University Women's Economic Development Center, March 2012
- **Recipient, Meritorious Service Award**, Portsmouth Public Schools, May 2011
- **Peer Evaluator**, Southern Association of Colleges and Schools, Commission on Colleges, March 2010
- **Facilitator, Roundtable Discussion -Preparing First-generation College Students for Success in a Knowledge Economy: Access and Retention Issues**, 2009 Annual Meeting, Southern Association of Colleges and Schools, Commission on Colleges, December 2009
- **Moderator, President's Panel**, North Carolina Community College System 2009 Minority Male Mentoring Conference, November 2009
- **Consultant**, The Women's Network, Wake County, North Carolina, October 2009
- **Peer Evaluator**, Southern Association of Colleges and Schools, Commission on Colleges, October 2009
- **Peer Evaluator**, Southern Association of Colleges and Schools, Commission on Colleges, May 2009
- **Recipient, Distinguished Alumni Award, Elizabeth City State University**, National Association for Equal Opportunity in Higher Education, April 2009
- **Coordinator and Presenter**, Episcopal Day of Recognition, Saint Augustine's College, Raleigh, North Carolina, February 2009
- **Peer Evaluator**, Southern Association of Colleges and Schools, Commission on Colleges, October 2008
- **Consultant and Presenter**, North Carolina Community College System 2008 Minority Male Mentoring Conference, April 2008
- **Peer Evaluator**, Southern Association of Colleges and Schools, Commission on Colleges, April 2008
- **Peer Evaluator**, Southern Association of Colleges and Schools, Commission on Colleges, October 2007
- **Peer Evaluator**, Southern Association of Colleges and Schools, Commission on Colleges, October 2006

- **Peer Evaluator**, Southern Association of Colleges and Schools, Commission on Colleges, February 2005
- **Session Chairperson**, Council of Independent Colleges, Institute for Chief Academic Officers, San Francisco, California, October 2004
- **Convocation Keynote Speaker**, Saint Augustine's College, Raleigh, North Carolina, September 2003
- **Plenary Address**, Council of Independent Colleges, Institute for Chief Academic Officers, Santa Fe, New Mexico, October 2002
- **Freddie Mac Partnership Award**, McLean, Virginia, April 2001
- **Student Leadership Summit**, Hampton University, Hampton, Virginia, "Chicken Soup for the Soul-Live," October 1998
- **Thomas Nelson Community College**, Hampton, Virginia, "Leadership Skills and Team Development," March 1997
- **Student Leadership Summit**, Hampton University, Hampton, Virginia, "Fundamentals of Team Building," November 1997
- **Outstanding Leadership Award**, City of Newport News, Virginia, Framework for the Future, June 1995
- **Outstanding Educational Support Award**, City of Hampton, Virginia, Division of Fire and Rescue, July 1994
- **1993 Governor's EMS Award Nominee**, Commonwealth of Virginia, Office of Emergency Medical Services, June 1993
- **Distinguished Leadership Award**, The United Negro College Fund, Inc., February 1990

#### UNIVERSITY COMMITTEES

- **Co-Chairperson**, Strategic Plan Committee, Norfolk State University
- **Chairperson**, Economic Impact Study Leadership Committee, Norfolk State University
- **Staff Liaison**, Academic Services, Board of Trustees, Saint Augustine's College
- **Chairperson**, Academic Policies Committee, Saint Augustine's College
- **Chairperson**, Academic and Administrative Council, Saint Augustine's College
- **Accreditation Liaison**, Southern Association of Colleges and Schools Reaffirmation Visit, Saint Augustine's College
- **Chairperson**, Student Leadership Summit, Hampton University
- **Chairperson**, Task Force on the Academic Program, Hampton University
- **Chairperson**, Analytical Studies Group for University Planning, Hampton University
- **Member**, University Judiciary Board, Hampton University
- **Member**, Annual Conference on the Black Family Committee, Hampton University
- **Ex-Officio**, Academic Personnel Committee, Hampton University
- **Official Report Writer and Member**, NCAA Certification Self-Study Committee, Hampton University

#### PROFESSIONAL AND CIVIC ORGANIZATIONS

- **Member**, National Association of Professional Women
- **Member**, Board of Directors, Greater Norfolk Corporation, Norfolk, Virginia
- **Member**, Board of Directors, Hampton Roads Partnership, Norfolk, Virginia
- **Member**, Board of Directors, Urban League of Hampton Roads, Norfolk, Virginia
- **Member**, Cooperating Raleigh Colleges Operations Committee, Raleigh, North Carolina
- **Member**, Society of Human Resource Management

- **Member**, Board of Directors, Kids Voting North Carolina Wake County
- **Member**, The Conference Board, Associate Services
- **Member**, Chief Academic Officers Task Force, Council of Independent Colleges
- **Member**, Chief Academic Officer Council, Cooperating Raleigh Colleges
- **Past Chairperson**, Board of Trustees, C. Waldo Scott Center for Hope, Newport News, Virginia
- **Past President** and Member, Peninsula YWCA, Newport News, Virginia
- **Member**, College and University Personnel Association
- **Member**, Association of College Administration Professionals
- **Founding Member**, Political Skills Development Program, Ronald H. Brown Center for Politics and Commercial Diplomacy
- **Member**, Delta Sigma Theta Sorority, Incorporated
- **Campaign Coordinator and Speech Writer**, Committee to Elect and Re-elect Sheriff B.J. Roberts, Hampton, Virginia
- **Co-Campaign Coordinator**, Committee to Elect Mamie Locke, Hampton City Council

#### **OTHER ACCOMPLISHMENTS**

- **Conference Host and Jacket Cover Writer**, "Race, Slavery and the Civil War, The Tough Stuff of American History and Memory" Virginia Sesquicentennial of American Civil War Commission, May 2011
- **Institutional Coordinator**, U.S. Department of Education, Title III Program, Strengthening Historically Black Colleges and Universities Amount: \$1.4 Million
- **Principal Investigator**, National Science Foundation, Living and Learning Retention Program, Amount: \$2.5 Million
- Luckes, K., Payne, G., Dusenbury, R., Moore, M.L., "A Comprehensive Approach to Establishing a Living-Learning Science Retention Program" Talking Stick: Academic Initiatives, Vol.22, No.5, p. 31-32, March 2005
- **Contributing Researcher**, Developer and Pilot Testing Presenter, "CreditSmart, A Curriculum to Help Consumers Understand, Build and Maintain Better Credit," Freddie Mac 2001

## REFERENCES

Mr. Edward L. Hamm, Jr.  
Member and Past Rector, Norfolk State University Board of Visitors  
President and CEO, E.L. Hamm and Associates, Inc.  
4801 Columbus Street  
Suite 400  
Virginia Beach, VA 23462  
Office: (757) 497-5000

Mr. Stanley Green, Jr.  
Member, Norfolk State University Board of Visitors  
Vice President, Mechanics and Farmers Bank  
13 E. Hargett Street  
Raleigh, NC 27601  
Office: (919) 821-2425  
Mobile: (919) 757-0758

Mr. Gilbert T. Bland  
Chair, State Council of Higher Education for Virginia  
Chairman, The GilJoy Group  
740 E. Little Creek Road  
Norfolk, Virginia 23518  
Office: (757) 587-2548  
Mobile: (757) 650-9394

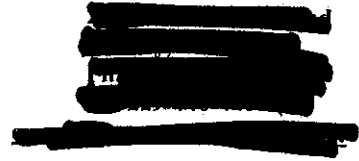
Ms. Pamela Boston  
University Counsel and Assistant Attorney General, Norfolk State University  
700 Park Avenue  
Norfolk, Virginia 23504  
Office: (757) 823-2294  
Mobile: (804) 986-4734

Mr. Leon Scott  
Vice President for Business and Finance, Saint Augustine's University  
1315 Oakwood Avenue  
Raleigh, NC 27610  
Office: (919) 516-4400

Dr. Prezell Robinson  
President Emeritus, Saint Augustine's University  
1315 Oakwood Avenue  
Raleigh, NC 27610  
Home: (757) 829-0546

## **DR. EVERETTE J. FREEMAN**

Albany State University  
504 College Drive  
Albany, Georgia 31705  
Ph. 229-395-8407 (M)  
Ph. 229-430-3090 (Private Line)  
Everette.Freeman@asurams.edu



### **Professional Experience**

#### **President**

October 2005 - present

Albany State University  
Albany, Georgia

Responsible for the daily operations, strategic planning, institutional advancement, capital expansion and community relations of one of the 35--institutions of higher education in the University System of Georgia with an enrollment of 4,600 students. This responsibility includes ensuring that the University provides the highest quality of academic and extramural experience that prepares students for future careers worldwide as well as civic involvement; establishing relationships with local and international corporations, branches of the military and national advisory councils; creating a bachelor's degree program in logistics and supply chain management as well as the Center for Advance Logistics Management (CALM); and establishing collaborative relationships with 5 area two-year colleges that enable students with associate degrees to transition easily into designated four-year degree programs.

#### **Achievements**

- Guided ASU successfully through Southern Association of Colleges and Schools 10-year reaffirmation in December 2008.
- Completed year-long 50th anniversary celebration of the 1961 Albany Movement culminating in the award of 32 honorary degrees to Albany State College civil rights activists expelled in 1961 for non-violent civil disobedience of segregation.
- Completed the development of a University Master and 2nd Strategic Plan.
- Completed a \$61.8 million capital construction for new student center and student housing for completion in August 2011.
- Settled \$ 2.2 million Football Stadium debt to prevent default in 2008.

- Managed \$70 million budget with stellar State of Georgia and U.S. Department of Education audits.
- Scored sustained enrollment growth each semester since arriving in 2005.  
Enrollment Fall 2005 = 3649 Enrollment Fall 2012 = 4660.
- Won \$1.8 million Congressional funding to create the Center for Advanced Logistics Management and a new baccalaureate degree in logistics and supply chain management.
- Won \$800,000 Department of Defense grant to develop renewable and sustainable energy management undergraduate curriculum and Center.
- Chairs University System of Georgia (USG system-wide, 35 public colleges and universities) Emergency Operations Planning Committee providing oversight and operational guidance for disaster recovery and continuity of operations.
- Earned USG's highest fiscal audit and returned fiscal integrity to ASU.
- Won three coveted U.S. State Department internships for ASU students. Hosted Assistant U.S. Secretary of State for International Organizations Dr. Esther Brimmer as May 2010 Commencement speaker.
- Created completely online graduate degree in Criminal Justice and established ASU baccalaureate completion programs on the campuses of 4 Southwest Georgia two-year colleges.
- Catapulted ASU into the front ranks of online educational institutions through collaboration with the University of Phoenix, Learning House and NAFEO.

**Senior Vice President and Provost**  
University of Indianapolis  
Indianapolis, Indiana

July 2001 to September 2005

Responsible for serving as the University's Chief Academic Officer and senior cabinet member which included managing a budget over \$20 million; providing administrative direction and oversight to all academic units in the United States, Greece, and Cyprus related to promotion and tenure, faculty hiring, accreditation, academic quality and performance; preparing and providing progress indicators to the Board of Trustees and internal and external stakeholders; and fulfilling the goals and objectives of the University's strategic plan.



### Achievements

- Transformed curricular assessment and learning outcomes review. Refocused the energies of U of I School of Business and guided the creation of a Center for Business Partnerships, an Institute for Emerging Careers, and a Targeted Industries Development and Education program.
- In partnership with UINDY's president, reinvigorated faculty access to community resources, including two centers of excellence: the Center of Excellence in Leadership of Learning (\$15M grant from the Lilly Endowment and \$11M Gates Foundation) and the Center for Aging and Community.
- Served on Indiana Private Industry Council and City of Indianapolis Workforce Development Council.

**Executive Assistant to the President**  
Tennessee State University  
Nashville, Tennessee

January 1997 to July 2001

Responsible for supervising the Office of the President and working closely with University administrative and academic officials to achieve organizational goals. Other responsibilities included: serving as the chief operations officer for President and principal presidential advisor; managing the Office of Internal Affairs, Office of Affirmative Action, and Title III; handling internal organizational assessment of academic/administrative units; coordinating conflict resolution as well as liaison with state, civic, community, and alumni representatives; and drafting all major internal and external correspondence.

### Achievements

- Served as Interim Vice President for University Relations and Development from July 1998 to July 1999 with responsibility for directing fundraising, development, external relations, and public relations. Guided that office in securing gifts to TSU; \$3.1 million raised.
- Created first Ombudsman Office with the Tennessee Board of Regents system.
- Drafted majority of internal and external documents for President's approval and oversaw initial implementation of court-approved desegregation Geier Stipulation of Settlement agreement.

**Assistant Professor of Labor & Human Resource Policy** July 1992 to January 1997  
Case Western Reserve University  
Cleveland, Ohio

Responsible for creating and teaching undergraduate and graduate courses in labor and human resource policy. Serving on graduate thesis and doctoral dissertation committees.

Providing academic guidance and advisement to Weatherhead School minority students and serving as the Society Bank Fellowship to assist Society Bank identify and address new and emerging human resources related policies and practices.

**Achievements**

- Completed the first comprehensive study of African American attendance at Cleveland Orchestra performances.
- Organized first national diversity conference featuring CEOs from Society Bank, Goodyear, Goodrich, Xerox, HC Smith, Ltd., and others workshop presenters.
- Served as human resources consultant to Avery Dennison and prepared and delivered diversity workshops to leadership team and first-line supervisors.

**Director of Organizational Development**  
Fisons Pharmaceutical  
Rochester, New York

July 1991 to July 1992

Responsible for overall training operation of the corporation's North American facility. These responsibilities included carrying out the strategic planning, executive development, professional development, international HR administration, and continuous improvement/quality programs of the organization as well as budget responsibilities for training and organizational development. Company profile: \$400M sales, 1250 employees, three divisions.

**Achievements**

- Completed executive development plans for all Fisons senior officers as well as professional development plans for all exempt employees of the company with one year.
- Reorganized the training division placing a greater reliance on training outcomes measures and budget efficiency.

- Created model of senior management accountability in which each vice president was responsible for a measurable outcome accomplishment in an area outside his/her direct organizational unit thereby significantly increasing cross-organizational problem solving.

**Dean of Continuing Education &  
Associate Professor of Economics**  
Jackson State University  
Jackson, Mississippi

August 1989 to July 1991

Responsible for providing overall leadership and direction for the continuing education division, including credit and non-credit courses, workshops, and literacy programs, contracts, grants, and budgets. Budget: \$1.4M.

**Achievements**

- Rebuilt a Division of Continuing Education that had been mismanaged and underperforming.
- Coordinated an executive MBA program with the Mississippi National Guard.
- Oversaw three adult literacy programs tied to workforce readiness, and the creation of customized training programs for the city of Jackson, Mississippi, and local employers.
- Secured \$125,000 U.S. Department of Labor grant for Jackson State University to provide small businesses and unions with occupational safety and health training.

**Senior Compensation Analyst**  
Eastman Kodak Company  
Rochester, New York

August 1988 to August 1989

Responsible for coordinated all aspects of compensation administration, performance and rate review administration, developed and used computer protocols for data retrieval and analysis, designing, developing, implementing, and evaluating new compensation programs/strategies for Kodak Marketing Education Center and Rochester Distribution Division.

### Achievements

- Provided the leadership in corporate-wide training of international sales force and in maintaining up-to-date currency and exchange rate information for maintaining salary administration for seconded Kodak employees abroad.

**Assistant Professor of Labor & Industrial Relations**      June 1985 to August 1988  
Michigan State University  
East Lansing, Michigan

Responsible for analyzing the training and development needs of union-management practitioners and developed appropriate educational programs responsive to client needs. Developed local, state, and national conferences on critical union-management issues, including collective bargaining, drug abuse, performance management, and union administration. Coordinated Labor Studies program, supervised department CETA staff and coordinated departmental recruitment activities.

**Assistant Professor of Labor Studies**      July 1974 to June 1985  
Instructor  
Rutgers University  
New Brunswick, New Jersey

Responsible for teaching undergraduate labor relation and labor history to non-traditional, adult students at Rutgers' evening college.

**Industrial Relations Officer**      March 1976 to July 1977  
US Energy Research & Development Administration  
Washington, DC  
(took Rutgers leave of absence to work in field)

Responsible for providing staff coordination of labor relations and affirmative action activities of Government-owned Contractor-operated power and weapons facilities. Negotiated special bid conditions for ERDA with nuclear construction contracts.

**EEO Compliance Officer**      August 1973 to July 1974  
U.S. Atomic Energy Commission  
Germantown, Maryland

Responsible for conducting EEO compliance reviews of companies nationwide with U.S. government contracts.

### **Other Professional Experience**

- 1987 to 2005 **PEL Educational Consultant**, UAW-GM Center for Human Resources, Auburn Hills, Michigan. Conducted economics and budget management seminars for first-line supervisors and production workers at Atlanta regional training facility.
- 1997 **Performance Consultant**, Paychex, Rochester, New York and Atlanta, GA. Served as personal performance consultant to the Atlanta Branch Manager; conducted team building workshop for headquarters training staff.
- 1994 to 1995 **Organizational Effectiveness Consultant**, Avery-Dennison, Materials Group, Painesville, Ohio. Conducted needs assessment and developed protocols for addressing performance management issues including workforce diversity; provided direction to senior management in implementing diversity programs.
- 1994 to 2000 **Arbitrator**, State of Ohio, Office of Collective Bargaining. Conducted main panel and expedited arbitration of public sector labor management disputes involving District 1199, AFSCME, OCSEA employees.
- 1986 to 1988 **Umpire**, AFSCME, Council 25 Review Board, Michigan. Adjudicated internal union disputes regarding duty of fair representation, union by-laws violations, and other union-member related disputes.

### **Education**

Rutgers University	Ed.D. 1983	Educational Foundations New Brunswick, NJ
University of Illinois	M.A. 1974	Labor & Industrial Relations Champaign, IL
Antioch College	B.A. 1972	Sociology/Economics Yellow Springs, OH

Harvard University	Cert. 2003	Institute for Ed. Mgt Cambridge, MA
Fircroft College	Cert. 1971	Economics Birmingham, England

### **Awards and Recognition**

2010	Distinguished Visitor Embark, USS Ronald Reagan, CVN-76 (at sea)
2010	Participant, USDA National Summit of Rural America: A Dialogue for Renewing Promise, Hillsboro, MO.
2009	U.S. Defense Department, 77 <sup>th</sup> Joint Civilian Orientation Conference.
2006	National Naval Officers Association 11 <sup>th</sup> Annual Ball Awardee.
2004	Appreciation Award, National League of Cities, NBC-LEO, Indianapolis.
2004	Accomplished Achievement Award, Center for Leadership Development, Indianapolis, 2004.
2003	Participant, Mayor's 1 <sup>st</sup> Diversity Leadership Academy of Greater Indianapolis.
1992-97	Society Bank Fellow, Case Western Reserve University.
1985-Date	Fellow, Society of Values in Higher Education, 1985 to present.
1986	Michigan State University Faculty Development Grant, 1986
1983-85	Fellow, University College, Rutgers University, 1983 to 1985
1979	Newark Labor Studies Association Teaching Award, 1979.
1970-71	George Cadbury Scholar, Fircroft College, England, 1970 to 1971.
1969-70	Provided student input into the creation of the Antioch College – George Meany Center for Labor Studies educational partnership.

### **Professional Activities**

Lobbyist, State of Georgia, Georgia Government Transparency and Campaign Finance Commission (Lobby for ASU @ General Assembly Legislation Session) 2007 to Date
Board Member - National Advisory Council for Nursing Research, NIH, Bethesda, MD. 2010 to 2014
Member - Unauthorized Practice of Law, District 2 Committee, Georgia Supreme Court. 2010 to 2013
Board Member - University of Phoenix, Academic Affairs Committee, Phoenix, AZ. 2007 to Date

Board Member - Albany Chamber of Commerce, Executive Committee, Albany, GA.  
2005 to Date

Trustee - Antioch University, Advancement Committee, Academic Affairs Committee.  
2002 to 2009

Board Member - Christel House Academy (Charter City School), Indianapolis, IN.  
2001 to 2005

Member - American Arbitration Association, Commercial Advisory Council, Ohio,  
Subcommittee establishing joint OHIO AAA-EEOC alternative dispute  
resolution guidelines and procedures.  
1995 to 1997

### **Professional Affiliations**

Society for Values in Higher Education  
Labor and Employment Relations Association  
American Council on Education  
National Association for Equal Opportunity in Higher Education  
NCAA Division II Council of Presidents

### **Community Service Experience**

Board Member, Lee County Chamber of Commerce, Leesburg, GA. 2007 to Date

Board Member, United Way, Albany, GA. 2006 to Date

Board Member, GA Partnership for Excellence in Education, Atlanta, 2006 to Date

Board Member, Albany Tomorrow, Inc., Albany, GA. 2006 to Date

Board Member, Albany/Dougherty Community Partnership for Education and  
Communities in Schools, GA. 2006 to Date

Executive Committee, Chehaw Council of Boy Scouts. 2005 to Date

Chairman of Board, Indiana Lung Association, Indianapolis, IN. 2003 to 2005

Board Member, La Plaza, Indianapolis, IN (Latino organization) 2002 to 2005

Board Member, Indianapolis Private Industry Council, Indianapolis. 2003 to 2005

Member, IN Small Business Development Centers Statewide Adv. Bd 2003 to 2005

Board Member, Crossroads of America Council of Boy Scouts, IN. 2003 to 2005

Board Member, HealthNet Incorporated, Indianapolis, IN. 2002 to 2005

Board Member, Indiana Health Industry Forum, Indianapolis, IN. 2002 to 2004

Trustee, Delaware (NJ) Lung Association, Board of Trustees. 1983 to 1985

Commissioner, Montgomery County (MD) Employment Development Commission  
1976 to 1978

### **Professional Publications**

#### **Monographs and Chapters:**

- "A Cause Worth Joining: Educating African-American Males at ASU", in *The State of America's Black Colleges*, Silver Spring, Maryland: Beckham Publications Group, Inc., 2008, pp. 24-29.
- "Entrepreneurship in the Not-for-Profit Sector: The State of the Art", in Donald L. Sexton and Raymond W. Smilor, ed., *Entrepreneurship 2000*, Chicago, Illinois: Upstart Publishing Company, 1997 (with Robert D. Hisrich, Ann P. Standley, John A. Yankey, and Dennis R. Young), pp. 321-335.
- "To Do or Not to Do: Initiating Diversity Programs", in E. Kossek, S. Lobel, and R. Oh, Eds. *Managing Diversity: Human Resource Strategies for Transforming the Workplace*, Oxford: Blackwell Publishers, 1996, pp. 84-98.
- "Labor Education: A Growth Sector in a Stagnant Industry," in *The Re-Education of the American Working Class*, Edited by Steve H. London, Elvira R. Tarr and Joseph Wilson, Westport, CT: Greenwood Press, 1990 (with Dale Brickner), pp. 3-19.
- Robert McGlotten: Labor's Black Legislative Champion*. Lansing: A. Philip Randolph Institute, 1987.

#### **Refereed Journals:**

- "Union-Management Solutions for Preventing Workplace Injury of Older Workers", *Work*, 22 (2004), pp. 145-151.



"A Different Tempo: African American Attendance at Performances of The Cleveland Orchestra", *Journal of Arts Management, Law & Society*, Vol. 25, Number 2, Summer 1995, pp. 127-139. (with Neil Bania). [refereed by academic panel review].

"The 'New Town-In-Town': A Case Study in Urban Revitalization," *Atlantic Economic Journal*, March 1980 (with Elizabeth J. Lott), pp. 80-81.

**Non-Refereed Journal:**

"Research on Orchestra Labor Relations", *Harmony*, Vol. 1, Number 2, April 1996, pp. 27-42.

**Articles:**

"Adams' influence will be lasting", *The Albany Herald*, May 6, 2012, p. 8A.

"Real life crucial to learning", *The Albany Herald*, April 8, 2009, p.8A.

"Drive to be First a Radical Idea", *The Albany Herald*, April 8, 2008, p.10A.

"HBCUs Have Room for All", *The Albany Herald*, September 23, 2007, p. 12A.

"Education Requires Diversity", *The Albany Herald*, July 18, 2007, p. 10A.

"ASU Making Good on Promises", *The Albany Herald*, April 2, 2007, p. 8A.

"ASU Making Progress in Realizing Potential", *The AmericUSumter*, April 2007, p. 4A

"Higher Education Must Improve", *The Albany Herald*, December 4, 2006, p. 8A

"Coretta Traveled Hard Road Alone", *The Albany Herald*, February 6, 2006, p. 8A

"A Greater Destiny", *Antiochian*, Fall 2003, p. 19.

"Labor Wants Fairness", *Indiana Business Magazine*, May 2003, p. 72.

"Reparations March Was Call to Air Slavery's Evils", *The Indianapolis Star*, August 25, 2002, p.D3.

"Bridging a Digital Divide Takes a Community Effort", *The Indianapolis Star*, August 30, 2001, p. A21.

"In Scarcity, Cowardice", *The Plain Dealer*, March 18, 1995, 11B.

"Caring, Parenting and Choices at the Heart of "Holiday Heart", *Curtain Times*, March 1994, p. 7.

"Unsung Servants of the Dream", *The Plain Dealer*, August 28, 1993, 7B.

"Give Them What They Need," *Lincoln Review*, Vol. 6, No. 3, Winter 1986, pp. 55-58.

"Coddled Manchildren at 8<sup>th</sup> and H' (Cont'd)," *The Washington Post*, January 13, 1986, p. A12.

"The NAACP Can End Its Bickering-by Dissolving," *The Wall Street Journal*, July 13, 1983, p. 30.

"Challenging Mr. Drucker," *The Wall Street Journal*, September 28, 1982, p. 35.

"Frederick Douglass: The Orator's Orator," *Toastmasters Magazine*, August 1982, pp. 17-19.

"Black Union Leadership Study Underway," *The Coalition Exchange*, November-December, 1981, p. 4.

"Blacks and Labor: From Union Periphery to Union Leadership," *Perspectives* (Washington, DC: U.S. Commission on Civil Rights), Summer-Fall 1981, pp. 35-39.

"The Problem with the Black Panthers," *The Fircrofter*, June 1971, p. 6.

#### **Book Reviews:**

Review of "Under the Stars: Essays on Labor Relations in Arts and Entertainment", by Lois S. Gray and Ronald L. Seeber eds. *New Zealand Journal of Industrial Relations*, 22, (3), 23 (1), December 1997/February 1998, pp. 334-337.

Review of "The Disposable Work Force: Worker Displacement and Employment Instability in America", by Thomas S. Moore, *Governance: An International Journal of Policy and Administration*, 9 (3), July 1996.

Review of "Improving Intercultural Interactions," by R. Brislin and T. Yoshida eds. *The International Journal of Organizational Analysis*, 3 (4), October 1995, pp. 411-412.

Review of "Leisure Decisions Influencing African American Use of Museums", John H. Falk, *Journal of Management, Law, and Society*, 23 (4), Winter 1994, pp. 363-365.

Review of "Race Ethnicity and Participation in the Arts", Paul DiMaggio and Francie Ostrower, *Journal of Arts management, Law, and Society*, 23 (1), Spring 1993, pp. 82-83.

Review of "Continuous Improvement: Quality Control Circles in Japanese Industry," Paul Lillrank and Noriaki Kano, *Labor Studies Journal*, Vol. 16, No. 4, Winter 1991, pp. 86-87.

Review of "Black Labor," Joseph F. Wilson, *Labor Studies Journal*, Vol. 12, No. 3, Winter 1987-88, pp 92-93.

Review of "In the Fields," Ken Light, et al. *Labor Studies Journal*, Vol. 10, No. 2, Fall 1985, pp. 191-192.

Review of "The Work Ethic – A Critical Analysis," edited by Jack Barbash et al., *Labor Studies Journal*, Vol. 10, No. 1, spring 1985, pp. 76-77.

Review of "Ethnic America: A History," Thomas Sowell, *Labor History*, Vol. 23, No. 1, winter 1984, pp. 113-115.

Review of "The Harder We Run: Black Workers Since the Civil War," William H. Harris, *Labor Studies Journal*, Vol. 7, spring 1983, pp. 82-83.

Review of "Woodie Guthrie: A Life," Joe Klein, *Labor History*, Vol. 24, No. 1, winter 1983, pp.142-143.

Review of "Slave and Citizen: A Life of Frederick Douglass," Nathan Huggins, *Labor Studies Journal*, Vol. 6, No. 3, Winter 1982, pp. 345-346.

## REFERENCES

Provided upon request.

## **Robert C. Mock Jr., Ed.D.**

WWW.RBMock.com

103 Frazee Hall  
University of Kentucky  
Lexington, KY. 40506-0031  
Office (859) 257-1911  
E-mail: [rcmock@uky.edu](mailto:rcmock@uky.edu)

### **EDUCATION**

Doctor of Education in Higher Education Administration  
University of Arkansas at Little Rock, 2001

Master of Arts in Interpersonal & Organizational Communication  
University of Arkansas at Little Rock, 1998

Bachelor of Science in Industrial Engineering, Minors in Mathematics & Physics  
Southern Illinois University Edwardsville, 1990

### **OTHER EDUCATION**

American Association of State Colleges and Universities, Millennium Leadership Initiative, 2011  
Harvard University Graduate School in Education,  
Institute for Management and Leadership in Education, 2009  
United States Department of Defense Certified Dispute Resolution Mediator, 2008  
United States Department of Defense Equal Opportunity Certified Consultant, 2008  
United States Department of Labor Malcolm Baldrige Facilitator, 1998

### **PROFESSIONAL EXPERIENCE**

**Vice President for Student Affairs** 2010~Present  
University of Kentucky, Lexington, Kentucky

The Vice President for Student Affairs position reports to the President and the Sr. Vice Provost at the University of Kentucky. In the role of Vice President of student affairs I am responsible for the overall supervision and direction of a division that includes the Office of the Dean of Students; Counseling and Accommodated Testing Center; Dining Services; Residence Life and Housing Assignments Office; Student Center; Student Involvement; Student Publications; Disability Resources; Greek Affairs; Campus Recreation; The Violence Intervention & Prevention Center; Alcohol Education; New Student and Parent Programs; Judicial Affairs; and Student Affairs Administration. The total budget for the Division of Student Affairs is in excess of \$40 million dollars. There are approximately 1,440 total employees including full-time, part-time, Graduate Assistants and work-study students reporting to this position.

- Served on the following: President's Council, University of Kentucky Athletic Association Board of Directors, Performance Evaluation Project, Provost's Retention Taskforce, Board of Trustees Student Affairs Committee, Campus Security Project-Building Card/Access Transition, Development Advisory Council, Facilities Transformation Workgroup Committee, Greek Alumni Council [Greek Housing Strategy Committee], Housing Master Plan Committee, Management of Student Policy

Committee, Performance Evaluation Task Force, Public Relations Grand Council, SACS Leadership Team, Students of Concern Team, Student Success and Graduation Task Force, UK IT Security Working Group, UK Senior Administrators Group

- Fundraising \$600 Million 8–10 year Public/Private Partnership for Student Housing and campus revitalization of infrastructure
- The Southern Association of Colleges and Schools Commission on Colleges (SACS-COC) Leadership Team, Developer Evaluation Committee and the President's Council
- Policies and Processes Regarding Legal and Ethical Conduct
- Faculty appointment in the College of Engineering, College of Communication & Information, College of Education and the College of Arts & Sciences in the Africana/African-American Studies Department. Developed and facilitated an Intercultural Communication in Black Greek Letter Organizations: Groups, Organizations and Identity course to help student retention, academic success and student engagement.
- The University of Kentucky is the flagship campus of the Commonwealth of Kentucky and is the primary land-grant campus in the state with an annual budget exceeding \$2.7 Billion dollars. Serving approximately 29,000 students, the university is dedicated to improving people's lives through excellence in education, research and creative works, service and health care. The university offers programs in seventeen colleges and a medical center.

**Associate Vice Provost for Student Affairs**  
University of Arkansas, Fayetteville, Arkansas

2009~2010

Reports to the Chief Student Affairs Officer/Vice Provost for Student Affairs and is dedicated to developing and conducting programs and services to promote academic success and student develop by providing overall leadership and direction for the following: Division of Student Affairs Chief Financial Officer and \$70 million budget including education & general institutional funds, grants, and auxiliary revenues, University Housing, Greek Housing, Contract Dining Administrative Services (\$35 million), Arkansas Student Union, Campus ID office & Information. Currently there are over 505 full-time staff and 600 part-time staff including, Graduate Assistants and under graduate student employees reporting to the position.

- Serves on the following: Chancellor's Administrative Policy Council, Council of Deans, Academic Affairs Executive Group, Global Campus (Distance Education Taskforce), Veteran's Resource Information Center and serves on the Veteran's Taskforce.
- Developed and implemented the Veteran's Resource Information Center.
- Coordinates the Rwanda Presidential Scholars Program.
- Faculty appointment in the J. William Fulbright College of Arts and Sciences Department of Communication and African-American Studies Program. Developed and facilitated an Intercultural Group Communication & Identity in Black Greek Letter Organization course to help student retention, academic success and student engagement.
- The University of Arkansas is the flagship campus of the University of Arkansas System and is the primary land-grant campus in the state. Serving approximately 22,000 students, the university offers a wide range of academic programs in six colleges and the schools of law and architecture.

**Assistant Vice Chancellor for Student Affairs**  
University of Arkansas, Fayetteville, Arkansas

2007~2009

- Reports to the Chief Student Affairs Officer/Vice Chancellor for Student Affairs and is responsible for providing overall leadership and direction for the following: First Year Experience Programs (Orientation, Welcome Week, Family Weekend, Academic Convocation, ROCK Camp); Pre-College Programs (College Project Talent Search, Upward Bound/Talent Search, Veterans' Upward Bound, Math/Science Academy, and Gifted and Talented Programs); Student Support Services; Enhanced Learning Center (Tutoring, Supplemental Instruction, Academic Warning); International Students and Scholars; Off-Campus Connection. A Director serves each of the departments. The gross budget responsibility for this area is over \$6.1 million. There are over 50 full-time staff and 100 student employees reporting to the position.
- Serves on the Chancellor's Administrative Policy Council and the Council of Deans.
- Developed and implemented the Rwanda Presidential Scholars Program.

**Student Services Division Chief & Director of Recruitment and Retention** 2004~2007  
University of Arkansas at Little Rock, Little Rock, Arkansas

- Reports to the Vice Chancellor for Educational Student Services and the Provost/Vice Chancellor for Academic Affairs. Responsible for student services and the recruitment and retention of students through the implementation of programs grounded in student development theory. University of Arkansas at Little Rock enrolls approximately 13,000 students including undergraduates, graduates and a Law School.
- Served on the Chancellor's Advisory Council and the Dean's Council.
- Faculty member in the First Year Experience program and the Speech Communication department. Developed two-year community college articulation agreements with Pulaski Technical College, National Park Community College and Arkansas State University at Beebe. Co-Chaired the implementation of the Foundations of Excellence initiative to address the First Year of College and improve retention and success rates.
- Supervises: Recruitment & Retention staff full-time and part-time student employees including: recruiters, welcome center coordinator, office manager, Banner 7x technician, two-year college articulation agreement personnel, graduate assistants, telephone recruiters, work-study students, Chancellor's Leadership Corps Scholarship recipients and an off-site two-year community college liaison. Manages a budget in excess of \$673,407 including two university vehicles and a free standing University Welcome Center building.
- Chair of the 35 member university wide recruitment and retention taskforce. Increased enrollment Spring 2005, Fall 2005 and Spring 2006, Fall 2006, Fall 2007 (15-yr high), Spring 2008. Increased average ACT by a full point (1.0). Duties include developing the university five-year minority recruitment and retention plan for students, faculty and staff.
- Serving on the North Central Association of the Higher Learning Commission Self-Study Steering Committee. Completes the annual minority recruitment & retention report due to the Arkansas Department of Higher Education each fiscal year.

- Created a culture that is inclusive and integrates the faculty, staff, administration and students that supports the university strategic plan to recruit more academically accomplished traditional students and retain the non-traditional student base.
- Established the Office of Recruitment and Retention at the UALR. Secured campus facility for a new University Welcome Center. Developed the design, functional layout and long-term strategic plan to address retention through learning communities, increased admission standards, peer tutorial program and improved educational student services. Coordinated with the Office of Communication the media marketing strategies.
- Implemented Noel Levitz programs, Goal Quest and various television/radio advertisements, mass mailings and marketing strategies designed to locate and identify new student markets, monitor changes in student population and strategically determine how to recruit the desired students. Constructing an on-campus tracking system for prospective students using a database to coordinate university recruitment and retention with campus visits initiated by academic units.

**Associate Dean, College of Professional Studies**

2001~2004

University of Arkansas at Little Rock, Little Rock, Arkansas

- Responsible for college wide academic affairs, student affairs and ombudsmen related issues, recruitment, retention, assessment. Served as student affairs judicial officer. Hearing judicial cases, conduct investigations, coordinate the Behavioral Standards Committee, revise staff handbook; participated with judicial board training, facilitate faculty development workshops addressing classroom disruptions and academic dishonesty.
- Assist Dean with the coordination of five departments and two schools with approximately 3,000 Students 157 employees including faculty, staff, administrators and an annual budget in excess of \$12 million dollars.

The academic departments, schools and programs are listed as follows:

- |   |   |
|---|---|
| • <u>Audiology &amp; Speech Pathology</u> | <u>Institute of Government</u>            |
| Speech & Hearing Clinic                   | MPA, Applied Research Group               |
| <u>Speech Communication</u>               | Arkansas Public Administration Consortium |
| Baum Center & Speech Communication        | <u>School of Social Work</u>              |
| Interactive Learning Center               | Mid-South Center for Education            |
| Health Services Administration            | Research and Training                     |
| Criminal Justice                          | <u>Community Outreach</u>                 |
| Military Science (ROTC)                   | Channel 62 Television Station             |
| School of Mass Communication              | KUAR & KLRE Radio Stations                |

- Accomplishments of the college: led university in grants and contracts, first year orientation program, graduate certificate programs, diversity initiatives and on-line majors. Additional responsibilities included: facilities management, logistics and maintenance.
- Developed a student articulation agreement with Philander Smith College ROTC program University of Arkansas Clinton School of Public Service Inaugural Faculty member

- Former U.S. President Clinton Library: *Bridging the Divide* November 16, 2004  
Guest lecturer in graduate programs in Higher Education Leadership  
Racial Attitudes Conversation facilitator 2003 & 2004  
Central Arkansas Transit Authority taskforce member  
Established first college-wide computer laboratory  
Department Chair for Military Science 2002-2003  
Annual College-wide Assessment Symposium  
College website maintenance and updates  
Speech 1300 Instructor 1999-2004

**Faculty Instructor, Department of Speech Communication** 1999~2004  
University of Arkansas at Little Rock, Little Rock, Arkansas

- Responsible for instruction in the basic speech course. The teaching load included four or five sections and 150 students per semester during full-time teaching appointment and one section per semester during full time appointment as Associate Dean in the College of Professional Studies. Participated in the upgrading of the basic course and the Speech Communication Interactive Learning Center. Serving on departmental, college, and university committees (graduate council, curriculum subcommittee), especially those dealing with assessment and teaching in the Learning Communities program.

**Continuing Education Program Coordinator** 1995~1999  
University of Arkansas-Fayetteville, Arkansas State University,  
University of Arkansas at Little Rock, (Arkansas Public Administration Consortium)  
Little Rock, Arkansas

- Provided and coordinated management development and technical training for individuals working with the workforce development training programs in Arkansas. Established course curricula in collaboration with a 3 - university consortium including: University of Arkansas at Little Rock, University of Arkansas-Fayetteville, Arkansas State University and the Arkansas State Employment Security Department. Managed Graduate Assistant (GA) and the Master in Public Administration (MPA) internship programs of the three university consortium.

### **MILITARY EXPERIENCE**

**Medical Service Corps Hospital Administrative Officer** Guardsman 2002~2010  
Arkansas Army National Guard, North Little Rock, Arkansas

- Medical Detachment officer advises commanders and staff in all aspects of patient administration. Plans organizes, directs, and controls patient administration in a variety of health services facility, a clinical support division, a department, service, or branch of a military medical/dental facility. Serves as the certified Equal Opportunity Advisor and the Certified Mediation Specialist. Collects, analyzes patient and organizational data.



## **TEACHING EXPERIENCE**

**Faculty Instructor, College of Communication & Information,  
The College of Arts and Sciences and The College of Education** 2010~Present  
University of Kentucky, Lexington, Kentucky

- Altered the previously created Groups, Organizations and Identity: Intercultural Communication in Black Greek Letter Organizations course to help student retention, academic success and student engagement.

**Faculty Instructor, J. William Fulbright College of Arts and Sciences** 2009~2010  
University of Arkansas, Fayetteville, Arkansas

- Developed an Intercultural Group Communication & Identity in Black Greek Letter Organizations course to help student retention, academic success and student engagement.

**Faculty Instructor, University College First Year Experience Program** 2006~2007  
University of Arkansas at Little Rock, Little Rock, Arkansas

- Responsible for instruction in the Personal Awareness course. The course was team taught in a collaborative environment within the Title III Grant program designed to create learning communities and build a community of learners and a culture of academic success for at risk students. The learning community course linked with freshmen developmental writing and a service learning component. One section per year.

**Faculty Instructor, Department of Speech Communication** 1999~2004  
University of Arkansas at Little Rock, Little Rock, Arkansas

- Responsible for instruction in the basic speech course. The teaching load included four or five sections and 150 students per semester during full-time teaching appointment and one section per semester during full time appointment as Associate Dean in the College of Professional Studies. Participated in the upgrading of the basic course and the Speech Communication Interactive Learning Center. Serving on departmental, college, and university committees (graduate council), especially those dealing with assessment and teaching in the Learning Communities program. Selected by students in the Residence Hall Association as the best faculty & staff member at UALR.

**Management Specialist, College of Business** 1999~2004  
**Management Education and Development Program**  
University of Arkansas at Little Rock, Little Rock, Arkansas

- Responsible for developing business management curriculum and provide professional training. The training seminars include organizational communication, conflict management, team building, strategic planning, diversity skills enhancement, treating people like people, interviewing, managing up, leaders and leadership, time management, the employee's role in problem solving and subordinate support. Facilitation of training and organization assessment provides adequate professional consultation to the business community and local governmental agencies.

## CONTRACTED CONSULTING EXPERIENCE & PRESENTATIONS

### Professional Consultant

1999-Present

RBM & Associates, LTD Owner web site: [www.RBMock.com](http://www.RBMock.com)

Harvard Graduate School in Education,

Institute for Management and Leadership in Education, 2009

United States Department of Defense Certified Dispute Resolution Mediator 2008

United States Department of Defense Equal Opportunity Certified Consultant 2008

United States Department of Labor Malcolm Baldrige Facilitator 1998

### Research Presentations & Consulting Contracts

Mock, R. (2013). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. April 18, 2013.

Mock, R. (2012). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Fayetteville, AR. October 4, 2012.

Mock, R. (2012). *Student Affairs Administrators: Their Role In Integrating Student Life and Learning on Kentucky's Campuses*. Legislative Education Committee, Frankfort, KY. September 10, 2012.

Mock, R. (2012). *Art of Communication Generation Next for Rural Law Enforcement Officers*, Phoenix, AZ. May 24, 2012.

Mock, R. (2012). *Living Learning Program Showcase*. University of Kentucky Lexington, KY. April 23, 2012

Mock, R. (2012). "Black Old School Elegance." *Lyman T. Johnson Banquet*. University of Kentucky Lexington, KY. April 23, 2012.

Mock, R. (2012). *The 5th Annual Student Employee of the Year Banquet*. University of Kentucky Human Resources Student Employment Lexington, KY. April 4, 2012.

Mock, R. (2012). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. March 23, 2012 (Continuous Contract).

Mock, R. (2012). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. February 23, 2012 (Continuous Contract).

Mock, R. (2011). *Greek Report*, Kentucky Association of Blacks in Higher Education. Lexington, KY. November 4, 2011

Mock, R. (2011). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. October 27, 2011 (Continuous Contract).

Mock, R. (2011). *Art of Communication Generation Next for Rural Law Enforcement Officers*, Nashville, TN. September 22, 2011.

Mock, R. (2011). *Art of Communication Generation Next for Rural Law Enforcement Officers*, Salt Lake City, UT. September 22, 2011 (Continuous Contract).

Mock, R. (2011). *Art of Communication Generation Next for Rural Law Enforcement Officers*, Denver, CO. April 14, 2011.

Mock, R. (2011). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. February 24, 2011 (Continuous Contract).

Mock, R. (2011). *The State of the Black Male*. Lexington, KY. February 13, 2011.

Mock, R. (2010). *Art of Communication Generation Next for Rural Law Enforcement Officers*, Charlotte, NC. November 2-3, 2010.

Mock, R. (2010). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. September 23, 2010 (Continuous Contract).

Mock, R. (2010). *Art of Communication Generation Next for Rural Law Enforcement Officers*, Chicago, IL. August 19, 2010.

Mock, R. (2010). *Community Service and Policing*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. June 13, 2010 (Continuous Contract).

Mock, R. (2010). *Law Enforcement & Community Values*. Little Rock, AR. April 23, 2010.

Mock, R., and Mencke, B. (2010). *Meeting the Mental Health Care Needs of Veterans on Campus* Annual American College Personnel Association, Boston, MA. March 20-24, 2010.

Mock, R., and Mencke, B. (2010). *Student Affairs Approach to working with Veterans on Campus* Annual, National Association of Student Personnel Administrators, Chicago, IL. March 6-10, 2010.

Mock, R. (2010). *Art of Communication Generation Next for Rural Law Enforcement Officers*, San Antonio, TX. February 22-26, 2010.

Mock, R. (2010). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. January 28, 2010.

Mock, R. (2009). *Community Service and Policing*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. December 11, 2009 (*Continuous Contract*).

Mock, R. (2009). *Changes, Challenges, & Choices*, University of Arkansas-Fort Smith 22<sup>nd</sup> Annual Arkansas Black Student Association Conference, Fort Smith AR. Nov. 6, 2009.

Mock, R., L. Williams & C. Stewart (2009). *Student African American Brotherhood & Brother-2-Brother: Retaining Black Males in Higher Education*, The National Symposium on Student Retention Buffalo, NY September 30-October 2, 2009.

Mock, R. (2009). *Art of Communication: Generation Next for Rural Law Enforcement Officers*, Pittsburgh, PA September, 21-23, 2009.

Mock, R. (2009). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. September 15, 2009.

Mock, R. (2009). *Law Enforcement & Community Values*. Little Rock, AR June 7, 2009.

Mock, R. (2009). *Art of Communication: Generation Next for Rural Law Enforcement Officers*, Reno, NV June 1-4, 2009 (*Continuous Contract*).

Mock, R. (2009). *Law Enforcement & Community Values*. Little Rock, AR April 24, 2009.

Mock, R., and Mencke, B. (2009). *Meeting the mental Health Care Needs of Returning Veterans on Campus* Annual, National Association of Student Personnel Administrators, Boston, MA March 7-11, 2009.

Mock, R. (2009). Northwest Arkansas Community College Jan 30, 2009, *Meeting the mental Health Care Needs of Returning Veterans on Campus*.

Mock, R. (2009). *A Time of Transformation-Martin Luther King Jr*, Associated Student Government and Black Student Association Fayetteville, AR. January 19, 2009.

Mock, R. (2008). *Meeting the mental Health Care Needs of Returning Veterans on Campus* Regional National Association of Student Personnel Administrators, Tulsa, OK November 2-7, 2008.

Mock, R. (2008). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. September 11, 2008 (*Continuous Contract*).

Mock, R. (2008). *Leadership in Law Enforcement*, Arkansas Association of Police Chiefs Little Rock, AR. September 2, 2008.

Mock, R. (2008). *Community Service and Policing*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. April 18, 2008 (*Continuous Contract*).

Mock, R. (2008). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. January 24, 2008 (*Continuous Contract*).

Mock, R. (2007). *Community Service and Policing*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. December 7, 2007 (*Continuous Contract*).

Mock, R. (2007). *It Happened in Little Rock*, Just Communities of Central Arkansas, 50<sup>th</sup> Anniversary Central High School Little Rock, AR. September 28-29, 2007.

Mock, R. (2007). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. September 13, 2007 (*Continuous Contract*).

Mock, R. (2007). *Community Service and Policing*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. June 15, 2007 (*Continuous Contract*).

Mock, R. (2007). *A Conversation about Our Children and Our Schools*, Little Rock Parent Teacher Council & University of Arkansas at Little Rock Center for Public Collaboration Little Rock, AR. May 22, 2007.

Mock, R. (2007). *Achieve Your Dreams*, Southeastern Consortium for Minorities in Engineering Little Rock, AR. May 1, 2007.

Mock, R. (2007). *Community Service and Policing*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. April 20, 2007 (*Continuous Contract*).

Mock, R. (2007). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. January 25, 2007 (*Continuous Contract*).

Mock, R. (2006). *Why Education*, Hall High School Teacher's of Tomorrow Education Symposium, Little Rock Public School District, Little Rock, AR.

Mock, R. (2006). *Community Service and Policing*, University of Arkansas System-Criminal Justice Institute Little Rock, AR.

Mock, R. (2006). *Phenomenal Man*, Men's Day, Second Baptist Church, Little Rock, AR.

Mock, R. (2006). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. (*Continuous Contract*).

Mock, R. (2006). *Why we celebrate Black History*, Black History Month Series, University of Arkansas Phillips Community College, West Helena, AR.

Mock, R. (2006). *Organizational Development & Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute, Little Rock, AR.

Mock, R. (2005). *Hurricane Katrina Crisis Management*, National Association of Collegiate Personnel Association (NACPA), Hot Springs, AR.

Mock, R. (2005). *Facilitation of Strategic Plan & Curriculum Development*, National Center on Rural Law Enforcement Board of Directors, St. Louis, MO.

Mock, R. (2005). *Managing Issues through Communication*, Arkansas Safe Schools Program, University of Arkansas System-Criminal Justice Institute Little Rock, AR.

Mock, R. (2005). *Leadership & Organizational Communication for Law Enforcement Officers* National Center on Rural Law Enforcement, Asheville, NC.

Mock, R. (2005). *Closing the Achievement Gap*, University of Arkansas at Pine Bluff, 12<sup>th</sup> Annual Conference on Educational Access Speaker, Pine Bluff, AR.

Mock, R. (2005). *Achieve Your Dreams*, Southeast Missouri State University, Minority Student Career Exploration Dinner, Black History Month Keynote Address, Cape Girardeau, MO.

Mock, R. (2005). *Diversity Roundtable*, Arkansas Legislative Black Caucus, Arkansas State University, Jonesboro, AR.

Mock, R. (2005). *Organizational Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. (Continuous Contract) Fall 00-01, Spring 01-02, Spring 03-04, Fall 04-05, Spring 05.

Mock, R. (2004). *Executive Leadership for Law Enforcement*, Federal Bureau of Investigation National Academy & Alaska Association of Chiefs of Police State Conference Anchorage, AK.

Mock, R. (2004). *Non-Verbal Communication for Law Enforcement Officers*, University of Arkansas System-Criminal Justice Institute Little Rock, AR. (Continuous Contract).

Mock, R. (2004). *Leadership Officers & Organizational Communication for Law Enforcement* National Center on Rural Law Enforcement, Rochester, NY.

Mock, R. (2004). *The 1980s Revisited*, Black Greek Pan-Hellenic Council Keynote, Southern Illinois University at Edwardsville, Edwardsville, IL.

Mock, R. (2004). *Organizational Communication for Law Enforcement Officers*, National Center on Rural Law Enforcement Lexington, KY.

Mock, R. (2004). *Racial Attitudes Conversations Roundtable facilitator, Racial Attitudes in Pulaski County* University of Arkansas at Little Rock, Institute of Government, Little Rock, AR.

Mock, R. (2003). *Organizational Communication for Law Enforcement Officers*, National Center on Rural Law Enforcement Burlington, VT.

Mock, R. (2003). *The Journey from Vision to Value*, Arkansas Executive Summit, CEO Panel Discussion (Riceland Foods, Alliance Rubber Co. & Heifer Project International), University of Arkansas at Little Rock, Arkansas Business Publishing Group & Arkansas State Chamber of Commerce, Little Rock, AR.

Mock, R. (2003). *Souls of Black Folk* by W.E.B. Dubois. University of Arkansas Phillips Community College. Black History Month Series, West Helena, AR.

Mock, R. (2003). *Organizational Communication for Law Enforcement Officers*. National Center on Rural Law Enforcement Charleston, WV.

Mock, R. (2002). *The Impact of Affirmative Action on African-American Administrators at Predominantly White Institutions*. Association of American Colleges and Universities Diversity and Learning Conference Education for a World Lived in Common St. Louis, MO.

Mock, R. (2002). *Leadership & Management*. Pulaski County Government, Little Rock, AR.

Mock, R. (2002). *The Impact of Affirmative Action on African-American Administrators at Predominantly White Institutions*. National Conference on Race & Ethnicity in American Higher Education, New Orleans, LA.

Mock, R. (2002). Commencement Address: *Achieving Your Dreams*. Accelerated Learning Center Little Rock School District, Little Rock, AR.

Mock, R. (2002). *Non-Verbal Communication for Arkansas Leaders*. University of Arkansas System-Criminal Justice Institute, Little Rock, AR.

Mock, R. (2002). *Defining Moments*. Delta Sigma Theta Sorority Incorporated, Little Rock, AR.

Mock, R. (2002). *Organizational Communication & Performance Evaluation*. Wynne Police Department and City Board Wynne, AR.

Mock, R. (2002). *Organizational Communication for Law Enforcement Officers*. National Center on Rural Law Enforcement Portland, OR.

Mock, R. (2001). *Organizational Communication for Law Enforcement Officers*. National Center on Rural Law Enforcement Gulf Port, MS.

Mock, R. (2001). *What Have You Done for me lately?* Arkansas College & University Personnel Association, Conway, AR.

Mock, R. (2001). *Effective Customer Communication*. Pulaski County Government, Little Rock, AR.

Mock, R. (2001). *Core Assessment Poster Session*. University of Arkansas at Little Rock, Little Rock, AR.

- Mock, R. (2001). *Workplace Communication*. Arkansas Children's Hospital, El Dorado, AR.
- Mock, R. (2000). Diversity in the workplace. Smurfit-Stone Corporation, Jacksonville, AR.
- Mock, R. (1999). *Communication & Team Building*. City of Little Rock, Little Rock, AR.
- Mock, R. (1999). *Diversity in the next millennium*. Heifer Project International. Little Rock, AR.
- Mock, R. (1999). *Communication in the classroom*. Positive Atmosphere Reaching Kids. Little Rock, AR.
- Mock, R. (1998). *Communication in the classroom*. Positive Atmosphere Reaching Kids. Little Rock, AR.

### **Dissertation & Thesis Committees**

- Soltis, Jennifer. (2011). *From Combat to Campus: How Colleges and Universities Can Ease the Transition for Veterans and Service Members*. University of Kentucky.
- O'Brien, Matt. (2010). *The Impact of Campus Housing on Academic Performance and Retention*. University of Kentucky.
- Twillie, Lisa. (2010). *Bridging the Divided Recruitment Offices' Perceptions of their Communicative Relationships with their Campuses*. University of Arkansas at Little Rock.
- Cooper, Philis (2001). *A Dramatistic Analysis of the Centers for Disease Control and Prevention Documents: A Study of Viral Hemorrhagic Fever*. University of Arkansas, Little Rock

### **Selected Publications**

- Vianden, J., Kuykendall, J. A., Mock, R., & Korb, R. (accepted) Exploring messages African American men receive about attending a predominantly white university. *CSPA-NYS Journal of Student Affairs*. (Peer Reviewed)
- Jones, K., Mock, R., & Cearley S. (2006). Report from an Interdisciplinary Case Study on a Public Transit System in Crisis. *Journal of Public Transportation*, 9(4), 23-33. (Peer Reviewed)
- Mock, R. (September 2003) A Call for Regional Leadership: Public Transit in Central Arkansas *University of Arkansas at Little Rock*.

### **OTHER EXPERIENCE**

#### **Associate Plant Manager**

1994~1995

Illinois Tool Works, Augusta, Arkansas

- Provide leadership and direction for all facility operations. Manage, over 600 different types of construction fasteners, 106 non-union employees and \$30 million in assets. Manage all fastening system production operations and \$10 million annual budget.



- Direct all metal cold forming, welding fabrications, and tool and die operations, as well as the quality assurance of these operations.
- Responsible for equipment design, machined tooling, shearing metals at a variety of different compositions. Manage all testing and analytical studies in regard to tensile strength, drawing specifications and modifications. Provide leadership and vision for all of the chemical coating operations including, electro-plating, through mechanical galvanization, heat treating and hot dipped polymer chemical based coating for improved corrosion resistance.
- Execute all activities associated with plant engineering projects driving installations such as PLC programming and other capital purchases. Direct all departmental raw material purchases supplies along with all shipping, receiving and product delivery. Manage all managerial recruiting and staffing requirements. Provide direction to the following support staff including: accounting, human resources, warehousing, and engineering.

**Quality Control Manager**

1989~1994

Pepsi-Cola Company St. Louis, Missouri

- Achieve superior ratings for water quality for management of water treatment facilities, plant production and related facility operation needs at Fortune 500 Pepsi-Cola Company. Responsible for the total quality and reliability plant produced 15,000 gallons of purified water per hour. Possess a reputation for total engineering professionalism including workable and cost effective solutions to water treatment, structural analysis, external/internal drainage and intake, hazardous waste containment/disposition, 60 union 4 non-union employees, \$22 million dollar annual budget and production equipment.

**Industrial Engineer COOP**

1988~1989

Illinois Department of Transportation

Springfield, Illinois

- Performed land surveys, drainage research, design needs and time study analysis. Managed landscaping and drainage involving miles of land that required continuous maintenance. Surveyed sites and analyzed landscapes for interstate highway developments. Created highway system plans to join Springfield and Quincy, Illinois.

**PROFESSIONAL CONFERENCES AND ACTIVITIES**

The Annual National Association of Student Personnel Administrators Annual Conference. *Bold Without Boundaries*, Orlando, FL. March 16-20, 2013

The Annual American College Personnel Association Annual Conference: *Inspiring Communities of Wellbeing*, Las Vegas, NV. March 4-7, 2013

Association of Public and Land-Grant Universities, Denver, CO. November 11-13, 2012

Southern Association of College and Schools Commission on Colleges (SACS-COC), Orlando, FL. Dec. 3-6, 2011.

Association of Public and Land-Grant Universities, San Francisco, CA. November 13-15, 2011

The Annual American College Personnel Association Annual Conference: *Be More*, Baltimore, MD. March 26-30, 2011

The Annual National Association of Student Personnel Administrators Annual Conference. *Educating for Lives of Purpose*, Philadelphia, PA. March 12-16, 2011

SECSAO Annual Conference, University of Memphis, Memphis, TN. February 27-March 1 2011.

The National Symposium on Student Retention, Buffalo, NY. Sept. 29- Oct. 1, 2009.

National Association of Student Personnel Administrators in Higher Education Annual Conference: *Nourishing Partnerships for Lifelong Learning*, Seattle, WA. March 7-11, 2009.

Student African-American Brotherhood Northern-Central Regional Conference: *Saving lives, Salvaging Dreams*, Chicago, IL. April 11-12, 2008.

National Association of Student Personnel Administrators in Higher Education Annual Conference: *Chart a Course for Student Success*, Boston, MA. March 8-12, 2008.

Magna Online Webinar: *Student Engagement Strategies: What's Working and Why* Dr. George Kuh & *Student Coaching: A Promising New Practice for Student Success*, Kai Drekmeier November 13, 2007.

National Association of Student Personnel Administrators Region IV-West Conference: *Building Bridges Linking People, Resources, & Best Practices*, November 8-10, 2007.

The National Symposium on Student Retention, Milwaukee, WI. September 24-26, 2007.

Southern Association of Collegiate Registrars and Admissions Officers 60<sup>th</sup> Annual Meeting Little Rock, AR. February 3-7, 2007.

Web Conference: *Improving Parent Relations through Campus Partnerships*, December 5, 2006.

Arkansas College Personnel Association Conference, Hot Springs, AR. November 16-17, 2006.

Arkansas Association of Two Year Colleges, Hot Springs, AR. October 15-17, 2006.

University of Arkansas Medical School, *Undoing Racism*, Little Rock, AR. October 12-14, 2006.

The National Symposium on Student Retention, Albuquerque, NM. October 8-11, 2006.

Arkansas Association of Collegiate Registrars and Admissions Officers, Hot Springs, AR. October 4-6, 2006.

Web Conference: *Best Practices in On-line Student Services*, March 9, 2005.

University of Texas at San Antonio, San Antonio, TX. Campus visit to explore model of Welcome Center February 4, 2005.

Noel Levitz Conference: *Best Practices in Student Recruitment and Retention*, St. Louis, MO. February 1, 2005.

AAHE: Chairing the Academic Department Workshop San Diego, CA February 2004.

UALR College of Professional Studies Leadership Academy 2002-2004.

National Conference of Academic Deans: *Creative Solutions Changing Academic Environments*, University of Central Arkansas, Conway AR. July 26-29, 2003.

Association of American Colleges and Universities Diversity and Learning Conference *Education for a World Lived in Common*, St. Louis, MO, October 24-27, 2002.

AAHE: Assessment Conference Boston, MA June 19-23, 2002.

National Conference on Race & Ethnicity in American Higher Education New Orleans, LA., May 29-June 2, 2002.

### ACADEMIC HONORS

- Graduate Research Forum Award 2001: *Affirmative Action's Impact on the Employment Status of African-American Administrators at Predominantly White Institutions*  
Alpha Phi Alpha Fraternity, Inc. Southwest Region Graduate Scholarship Winner 1997  
American Society of Training & Development Carol Glenn Graduate Scholarship 1996  
Alpha Phi Alpha Fraternity, Inc Midwest Region Undergraduate Scholarship 1990  
President of Alpha Epsilon Lambda Graduate School Honor Society 1997-99
- Who's Who Among Students in American Colleges & Universities 1990  
Teaching Advancements for Minority Students Scholarship 1998-01  
Black Student Association Academic Achievement Award 1990
- Alpha Epsilon Lambda Graduate Honor Society 1997-99  
Pepsi-Cola Company Summer Intern Scholarship 1989
- UALR Staff Senate Community Service Award 1998  
National Action Council of Minority Engineers 1990  
Minority Engineering Program Scholarship 1986-90  
The National Dean's List 1997  
M.A. & Doctorate 4.0 GPA(s)

### CERTIFICATIONS

- Harvard University Graduate School in Education,  
Institute for Management and Leadership in Education, 2009  
United States Department of Defense Certified Dispute Resolution Mediator 2008  
United States Department of Defense Equal Opportunity Certified Consultant 2008  
United States Department of Labor Malcolm Baldrige Facilitator 1998  
Certified Public Manager (CPM), UAF, ASU and UALR,  
Arkansas Public Administration Consortium (APAC) 1997.  
Arkansas Governmental Manager (AGM), Arkansas Public Administration Consortium  
American Red Cross Certified Community First Aid, Safety and (CPR) license 2006.  
Army National Guard Officer's Advance Training Course 2003.

## **COMMUNITY SERVICE**

- Just Communities of Central Arkansas, 50<sup>th</sup> Anniversary Central H.S. Facilitator 2007  
Arkansas Department of Health & Human Services, Division of Volunteerism,  
Positive Atmosphere Reaches Kids program youth speaker/facilitator 1997, 2000  
National Guard Youth Challenge Program Mentor (Antoine Pettigrew) 1997-99  
Central Arkansas Transportation Authority university committee 2003-2004  
Second Baptist Church Christian Academy School Board Chair 2004-2007  
UALR Staff Senate Community Service Award 1998; Senator 2002-2005  
Northwest Arkansas Dr. Martin Luther King, Jr. Committee 2009-2010  
Little Rock Career Development Center Board Member 1997-2000  
UALR Faculty advisor Alpha Phi Alpha Fraternity, Inc. 1996-2001  
Single Parent Scholarship Fund Board Member 1998-2001  
Community Resources Technicians Board 2002-2007
- Beaumont Middle School Budget Committee 2011-Present
  - Foster Parent 2009-2011 Adoptive Parent 2011-Present
  - United States Army National Guard Officer 2002-2010
  - K-6th Grade Boys/Girls Basketball Coach 2004-Present
  - Arkansas State Police & YMCA Supporter 1995-98
  - Urban League of Lexington, Kentucky 2011-Present
- Goodwill Industries Board of Directors 1997-2007  
Shepherd's Ranch Mentor (Jacoby Lee) 1996-2000  
Johnson's Montessori Board Chair 2004-2006  
President of Alpha Epsilon Lambda 1997-2001  
Little Rock Public Schools Volunteer 1996-99  
Arkansas Acts Against Violence Volunteer  
Volunteer Partnership Development 1999  
UALR Graduate Council 1999-2001  
Leadership Kentucky Graduate 2012  
Project Blueprint Graduate 1996

## **GRANTS**

- National Science Foundation: University of Arkansas at Little Rock Science Scholars  
Co-author \$579,175 (2007)  
Department of Homeland Security: Center for Disease Control and National Center for  
Food Protection and Defense \$25,000 (2007)  
Arkansas Employment Security Workforce Investment Grant co-author \$3.4M (1998)  
Training Employment And Management TEAM UP! (UALR) \$150,000  
U.S. Dept of Labor thru Employment Security Department (1996, 1998)  
U.S. Department of Labor Continuous Improvement Grant \$25,000 (1999)

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## REFERENCES

Dr. Eli Capilouto                      University of Kentucky  
President                      101 Main Building  
Lexington, KY 40506  
Work (859) 257-1701 Email: [elic@uky.edu](mailto:elic@uky.edu)

Dr. G. David Gearhart                      University of Arkansas  
Chancellor                      425 Administration Building  
Fayetteville, AR. 72701  
Work (479) 575-4140 Email: [gdgearh@uark.edu](mailto:gdgearh@uark.edu)

Dr. Joel E. Anderson, University of Arkansas at Little Rock  
Chancellor                      2801 S. University Avenue  
Administration Room 309  
Little Rock, AR. 72204-1099  
Work (501) 569-3200 Email: [jeanderson@ualr.edu](mailto:jeanderson@ualr.edu)

Dr. Charles L. Welch, Arkansas State University System  
President                      Arkansas State University System  
2222 Cottdale Lane, Suite 230 Little Rock, AR 72202  
Work 501-660-1000 Email: [cwelch@asusystem.edu](mailto:cwelch@asusystem.edu)

Dr. Kumble R. Subbaswamy, University of Massachusetts Amherst (Former UKy Provost)  
Chancellor                      374 Whitmore Building, Amherst, MA 01003  
Cell (859) 559-1095 Email: [krsbbaswamy@gmail.com](mailto:krsbbaswamy@gmail.com)  
Work (413) 545-2211 Email: [swamy@umass.edu](mailto:swamy@umass.edu)

Dr. Charlie Nelms, Former North Carolina Central University  
Former President                      3707 Reed Court  
Bloomington, IN 47401  
Cell (919) 452-0586 Email: [charlie.nelms@gmail.com](mailto:charlie.nelms@gmail.com)  
Cell (919) 943-9790

Brigadier General William J. Johnson  
General                      Arkansas Army National Guard  
Adjutant General Office Camp Robinson  
North Little Rock, AR. 72199  
Work (501) 212-5002  
Cell (501) 681-1173 Email: [William.Johnson11@us.army.mil](mailto:William.Johnson11@us.army.mil)