August 29, 2022

Dean Kim Needy
Chair, University of Arkansas Chancellor Search Committee
College of Engineering
4183 Bell Engineering Center
Fayetteville, AR 72701

Dear Dean Needy,

Please accept this letter in support of my application for the position of Chancellor at the University of Arkansas. Having spent my entire professional career at a flagship land-grant institution, Purdue University in West Lafayette, Indiana, I believe deeply in the land-grant model and the fundamental role land-grant institutions can play in developing human talent, driving economic development, and ultimately enhancing the lives and livelihoods of the people in our communities, states, nation, and world. The Chancellor position at the University of Arkansas is an exceptional opportunity to lead a flagship land-grant with a clear focus on its mission to serve the state of Arkansas, and one with much momentum in all three land-grant mission areas.

I have experience at virtually every level of the academic enterprise in a major flagship land-grant university, beginning as a graduate student and then as a faculty member before moving into administration with service first in Engagement, then Dean of the College of Agriculture, continuing with my current position as Provost and Executive Vice President for Academic Affairs and Diversity. My experience in each of these roles has strengthened my understanding for and appreciation of the power of the land-grant model as a positive agent for change – and has prepared me for and fueled my interest in leading the University of Arkansas.

In this letter, I will focus on the three specific areas highlighted in the position announcement and will share some of my experiences in each: student success, economic development and research, and diversity, equity, and inclusion. Please note I am simply sharing my personal experiences here – I recognize the importance of context and understand that some of the actions and initiatives I describe below were right for Purdue, but might not be at the University of Arkansas.

Providing an education that prepares students for whatever path they choose remains the first and most important of the three land-grant mission areas. Today, that means providing access to prepared students and then providing the support qualified students need to graduate on time – before moving successfully on to the next step in their careers. Promoting the value of education is key, helping young people and their families make informed choices about what comes after high school. A flagship land-grant such as the University of Arkansas has multiple opportunities to make a difference here through organizations such as 4-H and FFA, work with K-12 schools, as well as industry and philanthropic organizations. As an example, at my current institution we are currently working with a major philanthropic organization to take data science to the state both to promote data science careers as well as postsecondary education in data science.

Given differences in levels of student preparation, access demands creativity and flexibility. While Dean, we launched a creative partnership with our state's community college to promote access. This 'Pathway to Purdue' allows students who are not yet ready for Purdue to dual enroll in the community college and Purdue, before transferring when they are prepared. (I understand the

University of Arkansas has a similar program with the Northwest Arkansas Community College.) We also launched a program called 'Summer Start' that lets similar students take a special set of summer courses to help them 'level up' before starting with the rest of the Fall class. We have launched other initiatives in this important area but the main point is there is no one path to a flagship land-grant such as the University of Arkansas that is committed to access.

Doing all we can to ensure the success of admitted students is one of our most fundamental responsibilities – retention rates, graduation rates, and time to degree are essential metrics of success. We must identify barriers to improvement and unpack systematic differences in these metrics, getting at root causes for the differences. This too is an issue that demands multiple approaches, respecting the many possible reasons any individual student may have for not completing. I have led/been engaged in student success initiatives that have helped improve our 4-year graduation rate from 58.5% to 65% while in my current role. These include helping students establish a sense of belonging at the very start of their experience (Boiler Gold Rush); promoting mental health and wellness (Steps to Leaps and a restructuring of our Counseling and Psychological Services unit); enhancing student academic support (Academic Success Center, Peer Mentoring, Supplemental Instruction), restructuring courses with high D/F/W rates (IMPACT active learning initiative); and transitioning to professional academic advisors. I know the University of Arkansas has seen improvements in retention metrics and graduation rates, but this is an area that must get constant attention in a flagship land-grant university.

In support of even higher levels of student success, over the past year, we have launched an initiative to dramatically enhance our use of data and data analytics to promote student success, expand experiential education, and support and recognize great teaching (Transformative Education 2.0). Affordability matters greatly as well and we have worked hard at holding the cost of attendance flat and securing scholarship dollars to support students financially. Placement is the final element here, and for those students who are moving into the work world immediately after graduation, a flagship land-grant university's economic development agenda – and the industry connections created - provides an important foundation on which to build.

Given the land-grant missions of research and engagement, promoting economic development is another priority for the flagship land-grant university, and looks to be a priority for the University of Arkansas. I have had the opportunity to work with industry my entire professional career, helping to launch and then lead a center focused on executive education and applied research for food and agribusiness firms as an assistant professor, and in 1999 launching a distance-delivered MBA program for working professionals in these industries.

As Dean of Agriculture, I worked extensively with firms involved in plant agriculture with $20m+ support from a Purdue Moves investment (since matched with a second investment), creating a Center for Plant Biology and constructing the Indiana Corn and Soybean Innovation Center. We also worked at securing start-up funds for entrepreneurs in the plant sciences/agronomy space, dramatically increasing the number of agriculture start-ups supported by the campus. I was part of the group that launched AgriNovus Indiana, a statewide entity promoting the ag biosciences in the state. In my current role, I have supported the expansion of the Discovery Park District, a 400-acre development bringing the best of the university to industry partners – from start-ups to Fortune 500 companies.

Fundamental to success here is a robust research enterprise that is engaged in industry-sponsored research and committed to the development of intellectual property. While research

formally reports to our President through an Executive Vice President for Research and Partnerships, my role as Provost is intimately connected to this work given colleges report to me, as does our Graduate School. Faculty must be assured that industry-sponsored research will 'count' toward their promotion and tenure, and that the academy values work product that may not be traditional – patents, licenses, disclosures, industry reports, etc. We have worked to ensure clarity here in our promotion and tenure process. Obviously, facilities matter, as does the quality of the faculty, and I have been deeply engaged in capital investment decisions as well as faculty recruiting and retention programs. We have also worked to reinvent our Graduate School with a focus on professional development of students, recognizing many/most will pursue industry/government - and not academic - careers. Like undergraduates, time to degree matters and has been a metric of focus with on-campus graduate students. A dramatic expansion of on-line masters programs has allowed us to engage with working professionals in a new way.

Industry wants and needs seamless, coordinated access to the entire university, and this is no small task in a large and complex organization such as the University of Arkansas. At Purdue, we have launched an Office of Industry Partnerships that provides a robust entry portal for firms and organizations. Of course, our graduates are one of the most important contributions we make to economic development - both those that take jobs and those that make jobs. To the latter point, we launched an Innovation and Entrepreneurship Certificate program that is open to any undergraduate student in any major and is focused on preparing students who may want to create a company following graduation – or before.

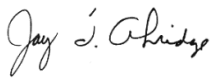
Turning to diversity, equity, and inclusion, Purdue is unusual, and perhaps unique, in that 'diversity' is in my job title and I serve as the University's chief diversity officer. While I am aware there are pros and cons to this structure, one pro is that the academic campus reports to me and I am in a position to hold units accountable for diversity initiatives and goals.

For me, a flagship land-grant university such as the University of Arkansas cannot be truly excellent unless it recruits and retains the best possible faculty, staff, and students regardless of any demographic or other characteristic. While we have a number of initiatives in support of this goal, our most recent and most ambitious is the Equity Task Force, a $75m Board of Trustees initiative focused on the representation, experience, and success of Black Boilermakers. Purdue is a far more diverse place than it was 25 years ago with one glaring exception – our Black faculty, staff, and students. This comprehensive initiative includes resources for new recruiting activities, including a 40-faculty cluster hire program. Importantly, we are focused on community-building and professional development, including mentoring for and recognition of Black faculty and staff. An ambitious Emerging Leaders scholars/scholarship program is part of the initiative. We have been working campus-wide to focus on actions that will truly help us make Purdue a more diverse and welcoming place with the goal of Purdue becoming a destination for underrepresented faculty, staff and students, a place they aspire to be.

While in my current role, I hired our Vice Provost for Diversity, Inclusion, and Belonging. The focus on 'belonging' with this position and the office was deliberate - without a strong sense of belonging, we are highly unlikely to retain underrepresented faculty, staff, and students. This manifests in a variety of ways - our Butler Center that promotes women and leadership and our five cultural centers, including a strong LGBTQ center that is getting a new, larger home, among other initiatives.

Thank you for the opportunity to share these thoughts and perspectives on my experiences in a flagship land-grant university. While I have focused on student success, economic development/research, and diversity, equity, and inclusion here, I would be pleased to share my experiences in other areas (international activities, development, government relations, engagement/Extension, etc.). The role of Chancellor at the University of Arkansas is an extraordinary leadership opportunity that is aligned with my passions and experiences. I am very interested in talking further about this position and can be reached at [redacted] or [redacted].

Best regards,



Jay T. Akridge
Provost and Executive Vice President for Academic Affairs and Diversity
Purdue University

JAY TAYLOR AKRIDGE — Curriculum Vitae

Hovde Hall of Administration – Room 100
610 Purdue Mall
Purdue University
West Lafayette, IN 47907-2031
e-mail: [redacted]
Office Phone: (765) 494-9709 Mobile Phone: [redacted]

EDUCATION

1986	Ph.D.	Purdue University	Agricultural Economics
1983	M.S.	Purdue University	Agricultural Economics
1982	B.S.	Murray State University	Agriculture and Business Administration (double major, summa cum laude)

PROFESSIONAL EXPERIENCE

November 2017-present	Provost and Executive Vice President for Academic Affairs and Diversity, Purdue University
July 2017-November 2017	Interim Provost and Executive Vice President for Academic Affairs and Diversity, Purdue University
January 2009 - June 2017	Glenn W. Sample Dean of Agriculture, Purdue University
May 2008 - December 2008	Interim Dean of Agriculture, Purdue University
August 2007 - April 2008	Interim Vice Provost for Engagement, Purdue University
September 2004 - 2009	James and Lois Ackerman Professor of Agricultural Economics, Department of Agricultural Economics, Purdue University
July 1997 - Present	Professor, Department of Agricultural Economics, Purdue University
April 1987 - June 1997	Assistant to Full Professor, Department of Agricultural Economics, Purdue University
December 1986 - March 1987	Visiting Assistant Professor, Department of Agricultural Economics, Purdue University
August 1982 - December 1986	Research Assistant, Department of Agricultural Economics, Purdue University
August 1978 – May 1982	Student Assistant, Department of Agriculture, Murray State University

DUTIES AND RESPONSIBILITIES AS PROVOST AND EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS AND DIVERSITY

The Provost and Executive Vice President for Academic Affairs and Diversity is Purdue's chief academic officer, reporting directly to the President. The Provost is responsible for: 1) all academic programs; 2) academic strategy and priorities; 3) faculty-related matters (including academic appointments, tenure and promotion); and 4) student academic affairs. In this role, the Provost oversees the academic enterprise of the University with a total budget of approximately $1.8 billion, student enrollment of more than 49,000, 2,700 faculty members, and 8,000 staff. The Provost works closely with the Deans of all Colleges and Schools (direct

reports) to ensure effective collaboration, promote excellence, and inspire new areas of scholarship. Academic support units including Teaching and Learning, Faculty Affairs, Engagement, Enrollment Management, Student Life, and Strategic Initiatives report to the Provost. In the Chief Diversity Officer role, the Provost provides leadership for diversity and inclusion initiatives across the University including the Office of Diversity, Inclusion and Belonging. The Provost collaborates with the Treasurer and Chief Financial Officer and has responsibility for the allocation of financial resources in accordance with academic priorities. The Provost is engaged in capital planning, repair and rehabilitation investments, and space allocation in support of the academic enterprise. The Provost also communicates on academic and faculty matters with a wide variety of internal and external constituencies, including the Board of Trustees. Office of Provost website: https://www.purdue.edu/provost/

Administrative Accomplishments as Provost (July 2017-Present):

- ***General***
  - Worked with President and Treasurer/Chief Financial Officer to implement academic and student life elements of tuition and room and board freeze since beginning role as Provost. Tuition was last raised at Purdue in 2013.
  - Led development of undergraduate enrollment growth initiative. Expanded undergraduate enrollment from 31,006 in 2017 to 38,233 in 2022: + 7,227 students, 23% increase. Secured additional investments of $51 million in new faculty (210), staff, and graduate students to support enrollment growth.
  - As part of the Year-Round University initiative, expanded summer enrollment from 15,322 total students (8,698 undergraduates) and 77,090 total credit hours (41,637 undergraduate) in 2016 to 22,422 total students (13,474 undergraduates) and 111,561 credit hours (66,275 undergraduate) in 2022 through aggressive expansion of online courses, and expansion of programs such as Summer Stay, Summer Start, and scholarships for Summer Finish.
  - Led academic response to COVID-19: delivered in-person classroom learning experience safely (course sections: 40% F2F, 29% hybrid Fall 2020; 53% F2F, 12% hybrid Spring 2021); engaged students in F2F co-curricular events (AY 2021: 26,127 F2F events; 14,121 virtual events); implemented fully Online Option for 4,156 (F 2020)/2,965(S 2021) undergraduates; launched support programs such as Academic Case Managers and Technology Advocates; provided extensive teaching support resources for instructors; maintained residence hall density safely (86%); led many campus COVID-19 communications and leadership engagement activities.
  - Secured faculty support for and launched WinterFlex, a new three-week academic term over the holiday break between Fall and Spring semesters.
  - Restructured the institutional data management unit as IDA+A (Institutional Data Analytics + Assessment), providing leading edge data analytics and decision support to the campus.
  - Supported college restructuring and repositioning activities: Education (Innovation Initiative-complete restructure of teacher preparation program); Graduate School (streamlining processes, building cross-college degree support, expanded student professional development); Health and Human Sciences (launch of Department of Public Health); Honors College (30% expansion of honors college students); Libraries and School of Information Studies (repositioning role of Library and launch of School of Information Studies); Management (restructure and re-launch of business-engineering degree program, dramatic expansion of graduate online portfolio).

- Integrated Purdue Online into Office of Provost, grew online enrollments (graduate degrees, certificates, and non-degree credentials) to $180 million in fiscal 2022. Deepened engagement with Purdue Global, exploring opportunities to partner.
- Enhanced communications between Office and campus: hired Director of Communications; re-launched enhanced monthly web-letter (included staff in distribution); restructured website to better support students, faculty, and staff. Initiated monthly meetings with leaders of faculty, staff, and student government/representative organizations.
- Restructured annual unit planning and review process for colleges/schools, incorporated remaining Provost Office units in process, developed comprehensive set of data dashboards in support of process.
- Supported fundraising activities with Purdue for Life – engaging major prospects, hosting activities, alumni speaking engagements, among others.
- Led successful Higher Learning Commission Decennial review (2019).
- Hired 6 Deans and 3 Vice Provosts.

- ***Academic Programs and Co-Curricular Experiences***
  - Led and supported comprehensive set of initiatives to promote student success (Maximizing Student Potential, Student Success Center, Supplemental Instruction, Peer Mentoring, Purdue Promise, among others). 1 year retention rate: 2017 – 91.6%, 2021 – 91.6%; 4-year graduation rate: 2017 – 58.5%, 2021 – 65%; average time to degree: 2017 – 4.11 years, 2021 – 3.95 years.
  - Led development of Roadmap for Transformative Undergraduate Education, a comprehensive visioning exercise and strategic plan for the residential undergraduate program. Secured funding from Lilly Endowment (Charting the Future - $5m) and from Purdue Board of Trustees (Transformative Education 2.0 - $17.5m) in support of Roadmap.
  - Launched Innovation College to incubate and scale academic transformation in pedagogy and learning technology.
  - Launched Foundations project to restructure, streamline, and enhance academic processes and student data storage, management, and analytics in support of student success.
  - Launched Steps to Leaps, a comprehensive student wellness and life skills initiative to bolster fortitude and success based on five pillars: well-being, leadership and professional development, impact, networks, grit.
  - Restructured and expanded Counseling and Psychological Services (CAPS), changing operating model to provide more timely and more focused mental health care, and to expand access to counselors of color.
  - Supported expansion of Data Mine, innovative living/learning community where students engage in real-world data analytic projects with firms and organizations. The Data Mine has grown from 20 students in 2017 to 1,150 students in 2022. Co-led development of $10m Lilly Endowment Charting the Future Phase 3 Grant to expand Data Mine concept to state.
  - Worked with University Senate on review and relaunch of teaching evaluation process, including a new system/instrument for student evaluation of teaching.
  - At direction of Board of Trustees, led planning and launch of Civics Literacy Proficiency undergraduate graduation requirement.
  - Expanded Degree in Three program to 7 colleges/schools: less than 4-year graduation rate improved from 7.3% in 2017 to 9.6% in 2021.

- Launched Boiler Success Team, 130+ faculty /staff working in cross-functional teams to enhance student success.

- ***Faculty Affairs***
  - Launched 150th Anniversary Professor program, providing named professorships focused on teaching excellence for 10 faculty who are exceptional in the classroom.
  - Implemented Academic Analytics to promote faculty excellence and Symplectic faculty reporting tool to streamline reporting and enable deeper analysis of faculty activity.
  - Expanded and enhanced onboarding training of new Department Heads and monthly engagements with Heads.
  - Clarified and promoted Scholarship of Engagement as basis for promotion. Number of candidates promoted in full or part on scholarship of engagement expanded from 45 over the 2010-2016 period, to 105 over the 2017-2022 period.
  - Executed COACHE Faculty Job Satisfaction Survey 2018 and 2022. Utilized results: 1) to address faculty concerns such as clarity of promotion and tenure guidelines, department head and emerging leader professional development, departmental collegiality, appreciation and recognition, and visible leadership for support of diversity; and 2) to celebrate and continue to build up areas of strength relative to peers, including teaching excellence, collaboration and interdisciplinary work, and faculty mentoring.
  - Expanded support for Clinical/Professional faculty: hired Provost Fellow to lead initiative; created C/P faculty advisory board; reviewed and updated policies to better recognize C/P faculty and support their advancement; expanded C/P professional development and networking activities; prepared best practice guides for hiring, mentoring, review, and promotion of C/P faculty; created website to house C/P faculty resources.
  - Hired Provost Fellow for Faculty Awards and Recognition, promoting faculty for national/international awards, building an awards culture across campus.
  - Launched Purdue Insights program, a leadership development program for 17 mid-career faculty annually.

- ***Diversity, Inclusion, and Belonging***
  - Hired Vice Provost for Diversity, Inclusion, and Belonging. Supported Vice Provost as he restructured office to align with strategic diversity, inclusion and belonging objectives.
  - Served as co-executive sponsor of Equity Task Force, $75 million Board of Trustees initiative to enhance the representation, experience, and success of Black Boilermakers. Key initiatives include hiring new K-12 relationship managers and a staff recruiter; investing in College yield initiatives; expanding Emerging Leaders Scholars program; new investments in programming supporting Black undergraduates; faculty cluster hire program; and development of comprehensive data dashboard, among others.
  - Restructured and relaunched Faculty Advisory Committee for Diversity and Inclusion. Representatives from all colleges/schools included.
  - Enhanced support for 5 cultural centers, for including new home for LGBTQ+ Center, launched celebration of Hispanic Heritage Month.
  - Enhanced support for an expanded programming of the Susan Bulkeley Butler Center for Leadership Excellence.

DUTIES AND RESPONSIBILITIES AND SELECT ADMINISTRATIVE ACCOMPLISHMENTS AS DEAN

Glenn W. Sample Dean of Agriculture: January 2009-June 2017. (Interim Dean of Agriculture May 2008-December 2008). The Dean of Agriculture at Purdue University reports to the Provost and is the Chief Executive Officer for the College of Agriculture. The College is organized into four administrative units, each led by an associate dean and director: Academic Programs, Agricultural Research, Purdue Extension, and International Programs. In addition, the Dean oversees a number of regulatory services including the Office of the Indiana State Chemist. In 2017, the College of Agriculture included 11 academic departments and 2 service departments with 337 faculty (all classifications), 503 administrative/professional staff, 180 clerical and service staff, and 282 county Extension educators. For Fall 2017, total enrollment within the College of Agriculture was 2782 undergraduates and 690 graduate students. The total budget for FY18 for the College was approximately $220M. The Dean provides leadership for recruiting, retention, and promotion of faculty and staff; budget development and allocation of resources within the College; fundraising and extramural support; and represents the College to a wide range of stakeholders, inside and outside the university. College of Agriculture web-site: http://www.agriculture.purdue.edu/

Administrative Accomplishments as Dean (May 2008-June 2017):

- ***General***
  - Ranked as the number 8 College of Agriculture and Forestry in world, number 6 in US, by 2017 QS World University Rankings.
  - Led development of 2 strategic plans (2009-2014 and 2015-2020) and embedded strategic planning/management process in annual unit reviews.
  - Hired 127 tenure track and clinical faculty and hired 4 Associate Deans and 14 Department and Unit Heads.
  - Secured funding for and supported launch of Purdue Plant Sciences Institute, a $20M+ Purdue Moves investment in the plant sciences, including 10 new plant biology faculty, investments in facilities and equipment, an innovation fund for start-ups, and Molecular Agriculture Summer institute programs for pre-college and college students.
  - Led and/or supported launch of a number of Centers of Excellence to pull together Purdue resources in areas of strength to spotlight College capabilities: Center for Commercial Agriculture; Purdue Post-Harvest Initiative; Purdue Center for Global Food Security (in Discovery Park), Purdue Family Firms Initiative; Agriculture PK-12 Council.
  - Led a number of administrative restructuring initiatives in support of efficiency/ effectiveness: moving graduate programs to Agricultural Research from Academic Programs; moving IT support in the College to a more centralized/coordinated model; realignment of plant sciences faculty members across Departments; and 'Less is More', an initiative reducing the number of College majors from 44 to 32.
  - Refocused communications activities and expanded digital and web presence, launched new College publication (*Envision*).

- ***Academic Programs, Research, Extension, and International***
  - Grew enrollment from 2478 students in Fall 2007 to 2782 undergraduates in 2017 (12% increase); launched new recruiting strategy 'Experience Purdue Agriculture.'
  - Increased 1st year undergraduate retention from 86% in 2007 to 93.3% in 2016; increased 4-year graduation rate from 48.6% in 2007 to 66% in 2016; increased 6-year graduation from 72.5% in 2007 to 77.3% in 2016.

- Hosted one of the largest career fairs in the US, 152 firms/organizations and 1300 students in fall 2016. Undergraduate placement rate was 95% for May 2016 graduates.
- Supported launch of CATE (College of Agriculture Transformational Experiences) and associated programs such as Learning from Leaders, Issues 360, and Ag Week.
- Launched Pathway to Purdue Agriculture program in concert with Ivy Tech University, Indiana's statewide community college. This dual enrollment program had 70 students, with more than 110 Ivy Tech transfer students in the College (Fall 2016).
- Supported initiatives to help faculty be more successful at securing grants including pre-award office, trips to meet with funding agencies, grant-writing support, post-award support. Sponsored program activity has increased from an average of $48.3M annually in 2003-2008 to an average of $61M annually 2009-2017.
- Supported Extension initiatives to utilize digital technology to engage stakeholders, assess and communicate activity and impact, develop 4-H STEM programming, and deepen engagement in rural development.
- Supported large-scale international activities in post-harvest storage and processing (Gates Foundation) and capacity building in Afghanistan (USAID and others). Study abroad participation increased from 25% of graduating seniors in 2008 to 37% in 2017.

- ***Diversity and Inclusion/Faculty Success***

- Doubled number of URM undergraduate students from 98 in 2008 to 193 in 2016.
- Hired 46 female faculty members from 2008 to 2017, proportion of female faculty increased from 17% in 2008 to 22% in 2017. Proportion of URM faculty increased from 4% in 2008 to 8% in 2017.
- Worked with Director of Multicultural Programs to initiate a comprehensive strategy to enhance climate in the College including an active Diversity Team in Agriculture; Martin Luther King Jr. Week; Unsung Diversity Hero Award; Spotlight on Diversity in College web letter; and training for College leadership team.
- Led development of P&T guidelines for faculty and promotion committees, 136 faculty promoted over 2008-2017 period.

- ***Facilities***

- Initiated facilities master plan for College in 2011. Secured funding for and constructed ADM Innovation Center ($4.3M) supporting experiential learning for the Department of Agricultural and Biological Engineering; Indiana Corn and Soybean Innovation Center ($10M) supporting field scale plant phenotyping at the Agronomy Center for Research and Education; Hobart and Russell Creighton Hall for Animal Sciences/Land O'Lakes Experiential Learning Center ($60M) two building complex to house the Department of Animal Sciences; Controlled Environment Phenotyping Facility ($6.2M) automated greenhouse facility to support plant phenotyping research.
- Secured $69M in state funding for remodel/addition of the $80M Agricultural and Biological Engineering building, supported fundraising for the remaining $11M from private sources.
- Secured funding for many classroom/laboratory/administrative facility projects including Beck's Floor for Agricultural Economics (Krannert Building); Agricultural Administration Building Main Hallway/Rodibaugh Conference Room (Agricultural Administration Building); Landscape Architecture Studios (Horticulture Building).

- ***Development:***
  - Secured $198M in funding before leaving role toward a $220M goal for the University Ever True Campaign; working with talented Advancement team, raised a total of $246,672,000 for College over 2009-2017 period.
  - Increased number of endowments from 259 in 2007 to 496 in 2017, and the book value of the endowment increased from $82.2M in 2008 to $135.2M in 2017 (market value $202.9M).
  - The College and 11 Departments awarded more than 1,600 scholarships to undergraduate students in 2016 representing $2,004,000 in scholarship support.

DUTIES AND RESPONSIBILITIES AND ADMINISTRATIVE ACCOMPLISHMENTS IN PRIOR ADMINISTRATIVE APPOINTMENTS

Interim Vice Provost for Engagement (2007-2008): The Vice Provost for Engagement is responsible for leading university-wide activities in four major areas: economic development, community engagement, PK-12 engagement, and life-long learning. Units directly reporting to the Vice Provost for Engagement include the Technical Assistance Program (economic development), Purdue Center for Regional Development (economic development), Science Bound (PK-12 engagement), Continuing Education and Conferences (life-long learning), and the Purdue Engagement Offices in Indianapolis and Fort Wayne. Dotted line reports include Purdue Extension (all areas of Engagement), the Center for Instructional Excellence (community engagement/service-learning), and Discovery Park (economic development and PK-12 engagement). Engagement governance also includes the Engagement Council, a group of approximately 25 individuals from across campus with Engagement responsibilities and the Engagement Associate Deans Group which includes an Associate Dean with Engagement responsibilities from each of the 10 Colleges/Schools and Discovery Park. The total direct Office of Engagement budget for FY 2008 was approximately $29M. Accomplishments during the 9 month interim assignment included securing a campus-wide definition for service learning; leading development of a new Office of Engagement web-site and promotional materials; restructuring on-campus support for Science Bound students; and supporting the development of the economic development segment of the Purdue strategic plan. Office of Engagement web-site: http://www.purdue.edu/engagement/

Founder/Director, Purdue Kelley MS-MBA in Food and Agribusiness Management (1999-2009): Developed and led innovative distance-delivered graduate degree program aimed at working professionals in the food and agribusiness industries. The program is conducted in partnership with the Kelley School of Business, Indiana University and is self-supporting through tuition income from students. Approximately 85% of the program is delivered on-line over the Internet, with the remaining 15% delivered in five, 1-week face-to-face sessions. Two of these face-to-face sessions are held at Purdue, two at Indiana University, and one on the campus of an international partner (Wageningen University, The Netherlands during this period). The MS-MBA program was developed from the EMBA program in Food and Agricultural Business (1999-2003), which was a partnership between the College of Agriculture and the Krannert Graduate School of Management. When the partnership with Krannert was dissolved, a new partnership was successfully negotiated with the IU Kelley School of Business. From the launch in 1999 through 2009, 117 managers from across the U.S. and around the world graduated from the EMBA/MS-MBA program with another 45 enrolled in 2009. MS-MBA web-site: http://agribusiness.purdue.edu/ms-mba-degree

Director, Center for Food and Agricultural Business (2000-2007): Led Center (CAB) which provides professional development programming and applied research for the food and agribusiness industries. Talented staff included 11 administrative professionals/clerical employees (9 CAB, 2 MS-MBA) and a number of faculty affiliates. The CAB program is self-supporting through fee-based activities and grant revenue, and has a total annual budget of approximately $1.4 million. The Center annually develops and delivers open-enrollment and custom-designed programs for agribusiness managers across the U.S. and around the world. Industry sponsored research addresses current issues faced by food and agribusiness managers. Since its founding in 1986 through 2007, the Center had developed and delivered more than 1600 days of programming to 16,000 plus food and agribusiness managers, and had generated some $20M in total receipts. In 2007, 114 days of programming were developed and delivered by the Center, involving more than 650 managers, which generated some $1.12 million in total receipts of which $502,000 was directly in support of the Center budget. CAB web-site: http://agribusiness.purdue.edu/

Associate Director, Center for Food and Agricultural Business (1986-2000): Worked with Director Dr. W. David Downey and an exceptional staff and committed faculty to grow Center from launch to a self-funding unit with an international reputation.

BOARD MEMBERSHIPS

- DirectAg.com Board of Directors, 1999-2000.
- Board of Directors, Indiana Farm Bureau Environmental Services, Inc., 1999-2003.
- Indiana State Department of Agriculture Advisory Board; 2009-2015.
- AgriNovus Indiana Board of Directors, 2015-2018; Executive Board, 2016-2018.
- Agriculture Future of America Board of Directors, 2017-2020.
- Big Ten Academic Alliance Board of Directors, 2017-present.

PROFESSIONAL AFFILIATIONS

- Agricultural and Applied Economics Association
- Academy of Management
- Food Distribution Research Society
- International Food and Agribusiness Management Association

HONORARY ORGANIZATIONS

- Alpha Zeta Honorary Agriculture Fraternity (Murray State University)
- Gamma Sigma Delta Agricultural Honor Society (Murray State University)
- Phi Kappa Phi Honor Society (Murray State University)
- Epsilon Sigma Phi National Honorary Extension Fraternity, 2001
- Alpha Gamma Rho (Honorary Member), 2009
- Phi Eta Sigma National Honor Society, 2018.

SELECT HONORS AND AWARDS

- Presidential Scholar, Murray State University (MSU) 1978-82; Outstanding Senior in Agriculture, MSU, 1982.
- USDA Unit Award for Distinguished Service, “The Lean Team” (with five Purdue Animal Scientists), 1992.
- AAEA Distinguished Extension Program-Group Award, 1993.
- E.B. Knight Journal Award for Outstanding Article in NACTA Journal – Honorable Mention (with B.A. Hathaway and W.D. Downey), 1994.
- William Applebaum Memorial Scholarship Award (outstanding Ph.D. dissertation), Food Distribution Research Society – Ronald Larson, Major Professor, 1994.

- Outstanding Teacher Award, Purdue University School of Agriculture, 1996.
- Charles B. Murphy Award for Outstanding Undergraduate Teaching – Purdue University, 1996.
- Purdue University Teaching Academy Founding Member, 1997.
- Purdue University Cooperative Extension Specialists Association (PUCESA) Team Award, December 1997.
- University Faculty Scholar, 2000.
- R1.edu Award, Outstanding Contribution to Distance Learning, 2000.
- AAEA Distinguished Teaching Award, Undergraduate Teaching, More Than Ten Years' Experience, 2001.
- Award for Excellence in Distance Learning – Best Credit-Granting Program, Purdue University, 2002.
- Purdue University Book of Great Teachers, 2003.
- USDA Excellence in College and University Teaching in the Food and Agricultural Sciences Award – North Central Region, 2003.
- Provost Seeds for Success Award – Team Award, Purdue University Office of the Provost, 2004.
- Outstanding Agriculture Alumnus Award, Murray State University, 2005.
- Co-Advisor (with Christine Wilson) National Champion Team, National Agri-Marketing Association (NAMA) Student Marketing Competition, 2005.
- Purdue University Student Government Excellence in Teaching Award, 2006.
- Teaching for Tomorrow Awards Program – Senior Resource Fellow, 2006-07.
- PUCESA Mid-Career Award, 2006.
- 2006 PUCESA Team Award – New Ventures Team/Agricultural Innovation and Commercialization Center, 2006.
- 2007 Dean's Team Award – New Ventures Team/Agricultural Innovation and Commercialization Center, 2007.
- AAEA Distinguished Extension/Outreach Program Group Award, New Ventures Team/Agricultural Innovation and Commercialization Center, 2009.
- Mid-America Croplife Association Board of Directors' Educator Award, 2010.
- Farm Bureau President's Award for Outstanding Leadership, 2014.
- Robert D. Burke Special Award for Support of Indiana's Forest and Wood Products Industries, 2016.
- Indiana Crop Improvement Association Distinguished Service Award, 2016.
- Indiana Lt. Governor's AgriVision Award, 2017.
- APLU Outstanding Leadership Award, 2017.
- Friend of Farmhouse Award, Purdue Chapter Farmhouse, 2018.
- Purdue Foundation Student Board, Honorary Member, 2018.
- Murray State University Distinguished Alumnus Award, 2019.
- Grand Marshall, 65th Purdue Grand Prix, 2022.

PROFESSIONAL SERVICE

Professional Associations:

Agricultural and Applied Economics Association (AAEA):

- Agribusiness and Small Business Committee, 1990; Marketing, Price Analysis, and Market Structure Area Topic Leader Selected Paper Review Process, 1994.
- Industry Committee, 1995-2000 (Chairman, 1997-98); Awards Committee 1997; Research Poster Competition Judge, 1997; Sections Committee, 2000.

- AAEA Agribusiness Economics and Management (AEM) Section, 2004-present; AEM Member at Large-Teaching, 2002-2004; AEM Distance Education Task Force (Chairman), 2005.
- AAEA Teaching, Learning, Communications (TLC) Section, 2004-present.

International Food and Agribusiness Management Association (IAMA):

- Research Committee, 1992; Program Planning Committee, 2006; Education and Knowledge Transfer Task Force, 2006-2008.

Farm Foundation Round Table:

- 2011-present; Steering Committee, 2013-2016; Membership Committee, 2016-2020.

Association of Public and Land Grant Universities (APLU):

- Administrative Heads Section, Secretary 2011-12; Vice-Chair, 2012-2013; Chair, 2013-2014.
- Board on Agriculture Assembly Budget and Advocacy Committee Chair, 2014-15.
- Board on Agriculture Assembly Policy Board of Directors, Vice-Chair 2014-2015; Chair, 2015-2017.

Industry Service Activities:

- Appointed member of National Pork Producers Council Uniform Lean Information Committee, 1991-1993.
- Appointed to National Pork Board – Strategic Planning Task Force, 2013-2014.
- Indiana Agriculture Strategic Planning Committee, 2016-2017.

Editing and Reviewing, Including Service on Panels:

- Editor/Editorial Board: Associate Editor, *American Journal of Agricultural Economics*, 1997-2000; Editorial Board, *Farm Chemicals* magazine, 1995; Editorial Board, *Agribusiness: An International Journal*, 1995-1998; Editorial Board, *International Food and Agribusiness Management Review*, 1999-2000; Advisory Board, *Seed World*, 2002-2007; Editorial Board, *Choices*, 2004-05; Editorial Board, *Review of Agricultural Economics*, 2004-2007.
- Reviewer: *Agribusiness: An International Journal*; *American Journal of Agricultural Economics*; *Choices*; *International Food and Agribusiness Management Review; Journal of Agribusiness; Journal of Agricultural and Applied Economics*; *Journal of Agricultural Cooperation*; *Review of Agricultural Economics.*
- External Reviewer: University of Buenos Aires, Faculty of Agronomy, Agribusiness Program, 1996; Tennessee State University M.S. in Agribusiness Program, 1997; Cal Poly San Luis Obispo Agribusiness Department, 2006; South Carolina State University MBA in Agribusiness Program, 2006.

Multi-state Research and Coordinating Committees:

- Member, NCR-140, Research on Agricultural Cooperatives, 1988-1990; Member, WCC-72, Agribusiness Research Emphasizing Competitiveness, 1989-2003; Secretary, 1991; Program Committee, 1991; Vice-Chairman, 1992; Future Directions Committee, 1993, Chairman, 1993; Emerging Issues Committee, 1997; Arrangements Chairman 1998-99.
- COSBAE/USDA 1862-1890 Collaboration Workshop, 2005.

Community Activities:

- United Way, Chair 2011 Community Fundraising Campaign; Vanguard Stewardship Committee, 2020-present.

- St. Andrew United Methodist Church, served in a variety of leadership roles including Chair of Administrative Board, Chair of Staff Parish Relations Committee, Co-Chair of Capital Campaign for Church Relocation, Worship Leader.

OVERVIEW OF TEACHING, RESEARCH, AND ENGAGEMENT PROGRAM

Research Interests: A general focus on improving decision making in food and agribusiness organizations, with specific interests in measuring the profitability of customer relationships, adoption of site-specific agricultural practices, the buying behavior of commercial agricultural producers, strategic management and marketing, and the effectiveness and efficiency of the distribution channels for agricultural inputs. Also, research interests in teaching scholarship, with a specific focus on teaching food and agribusiness management in a variety of contexts.

Courses Taught: Taught the senior-level capstone course in food and agribusiness management (AGEC 430) 1989-2007 (except 1999). Developed and taught MS course in strategic management for food and agribusiness firms (AGEC 530) 1993-1998, 2006-2007. Also developed and taught the strategic management course (AGEC 686), and developed and co-taught the problem solving/decision making course (AGEC 687), and led the capstone project component (AGEC 688) in the distance-delivered Purdue-Kelley MS-MBA food and agribusiness management program. Other courses taught or co-taught over time include the NAMA marketing plan competition course (AGEC 429); an undergraduate course in customer relationship management (AGEC 496A); a Ph.D. level course in agricultural marketing (AGEC 621); a Ph.D. level seminar on teaching agribusiness management (AGEC 690T); and an M.S. level course in linear programming (AGEC 690E).

Engagement/Extension Program: Focused on improving managerial decision making in the food and agricultural industries, especially in the areas of sales, marketing, and strategic management. Program built on applied research and reached food and agribusiness audiences through professional development workshops, industry presentations, the trade press, video presentations, and distance learning technology (webinars). From 1987-2007, more than 250 programs were developed or co-developed involving some 6800 managers. In addition, more than 150 presentations to industry audiences have been delivered and some 190 trade press articles published.

International programs/presentations for food and agribusiness managers and academics working in the food and agribusiness area have been conducted in more than 15 countries including Hungary, Lithuania, Poland, Kenya, Cameroon, Argentina, Brazil, Peru, New Zealand, Australia, India, and China.

GRADUATE PROGRAM ENGAGEMENT

Graduate Theses Supervised:

O'Neil, J.C. "An Evaluation of Present and Alternative Strategies to Hedge Federal Farm Credit Bonds," M.S. Thesis, Purdue University, August 1989.

Mauney, Sean. "Economic Evaluation of Alternative Technologies to Determine Pork Carcass Value," M.S. Thesis, Purdue University, August 1991.

Mwangi, Elizabeth N. "Segmentation of the Retail Fertilizer and Agricultural Pesticide Market," M.S. Thesis, Purdue University, December 1991.

Sloan, Kelly R. "Managerial Compensation in Retail Grain and Farm Supply Firms." M.S. Thesis, Purdue University, May 1992.

Rogers, Duane S. "The Economic Impact of Environmental Regulations on Retail Fertilizer and Pesticide Firms." M.S. Thesis, Purdue University, May 1992.

Hathaway, Brent A. "The Effectiveness of Video-Based Institution in Undergraduate Agricultural Sales Courses." M.S. Thesis, Purdue University, May 1993.

Schulze, Teresa L. "The Role and Management of Agronomic Services in Retail Fertilizer and Agricultural Chemical Firms." M.S. Thesis, Purdue University, May 1993.

Jekanowski, Mark D. Value-Based Marketing of Pork - An Evaluation of Current and Potential Systems." M.S. Thesis, Purdue University, August 1993.

Larson, Ron B. "Food Consumption Regionality, Seasonality, and Sales Promotion Evaluation," Ph.D. Thesis, Purdue University, December 1993.

Hooper, Mark A. "Segmentation of the Market for Agricultural Inputs: A Nested Approach," M.S. Thesis, Purdue University, August 1994.

Holmes, Jennifer M. "Financial Benchmarking: An Application in the Retail Fertilizer and Agricultural Chemical Industry." M.S. Thesis, Purdue University, December 1994.

Gloy, Brent A. "Customer Lifetime Value: An Application in the Agricultural Input Industry". M.S. Thesis, Purdue University, May 1996.

Wiatt, Jennifer L. "Transformational Leadership in Agricultural Sales Management." M.S. Thesis, Purdue University, August 1996.

Beamer, Bobby G. "Dairy Product Inventories and Price Movement Relationships in the Absence of Effective Price Supports." Ph.D. Thesis, Purdue University, December 1996 (co-chair with W.A. Schiek).

Shaw, David S. "Export Strategies and Firm Export Performance in the U.S. Wine Industry: A Longitudinal Study." Ph.D. Thesis, Purdue University, December 1996.

Lentz, T. Daniel "Economic Evaluation of Alternative Supply Chains for Soybean Peroxidase." M.S. Thesis, Purdue University, May 1997.

Stolp, Michael D. "Market Planning in Small Agricultural Businesses." M.S. Thesis, Purdue University, May 1998.

Lehembre, Sandrine. "A Management Simulation for the Agrochemical and Seed Industry: The Life Sciences Game." M.S. Thesis, Purdue University, August 2000.

Whipker, Linda D. "Determinants of Precision Technology Adoption by Farm Input Suppliers." Ph.D. Thesis, Purdue University, May 2001.

Johnson, Aaron James, "Evaluating Potential Specialty Sorghums: An Application to the Broiler Industry." Ph.D. Thesis, Purdue University, August 2001. (Co-chair with Joan Fulton)

Lynch, Kara. "Framework for Evaluating Return on Investment in Management Development Programs." M.S. Thesis, Purdue University, May 2004.

Joshua, James. "An Assessment of Opportunities, Challenges, and the Future Role of the U.S. Crop Input Dealer." M.S. Thesis, Purdue University, August 2004.

Torres Jr., Antonio. "Factors Influencing Customer Relationship Management (CRM) Performance in Agribusiness Firms." Ph.D. Thesis, Purdue University, December 2004.

Reimer, Aaron. "Market Segmentation Practices of Crop Input Retailers," M.S. Thesis, Purdue University, August 2007.

Xu, Pei. "The Effectiveness of Business-to-Business Word-of-Mouth Marketing Strategies," Ph.D. Thesis, August 2007. (Co-chair with Joan Fulton).

Other Graduate Program Involvement:

Served as Major Professor, M.S. Non-Thesis, 16; Served on Non-Thesis M.S. Advisory Committee, 16; Served on M.S. Thesis Advisory Committee, 38; Served on Ph.D. Advisory Committee, 20.

INVITED ADDRESSES/PRESENTATIONS

(Gave 159 other invited addresses/presentations 1982-2007 not included in list below.)

1990-1999

Akridge, J.T. and J.W. Green. "Management Development for the 90's: An Industry/University Joint Venture." 46th National Conference, American Society for Training and Development, Orlando, FL, May 8, 1990.

Akridge, J.T. "Financial Management of the Dealer Business." Training Workshop on Developing the Fertilizer Dealer: Emphasizing the Small Farmer. International Fertilizer Development Center, Kingston, Jamaica, January 24, 1991.

Akridge, J.T. "Agribusiness and Extension: Characteristics of Successful Programs to Serve a Rapidly Changing Clientele." Invited Paper, Southern Agricultural Economics Association Annual Meetings, Lexington, KY, February 3, 1992.

Akridge, J.T. "The Economic Impact of Storage and Handling Regulations on Retail Fertilizer and Pesticide Firms." National Agricultural/Environmental Conference: Environmental Realities in the 90's. St. Louis, MO, August 28, 1992.

Akridge, J.T. "Positioning Agricultural Economics Departments to Serve Agribusiness Graduate and Professional Markets." Principal Paper Presentation, 1994 Annual Meetings, American Agricultural Economics Association, San Diego, CA., August 8, 1994.

Akridge, J.T. "Changing Structure of U.S. Agricultural Input Markets." IAMA Meeting, Buenos Aires, Argentina, November 13, 1996.

Akridge, J.T. "Field Marketing in the Agribusiness Input Industry." Agribusiness Conference XI, Institute of Agribusiness, Santa Clara University, Santa Clara, CA, May 5, 1997.

Akridge, J.T. "Agribusiness: Competing in the New Millennium." First SOBER/IAAE Joint Symposium, Foz de Iguazu, Brazil, August 1, 1999.

2000-2008

Akridge, J.T. "Technology and Tailoring: Key Developments in Agribusiness Marketing." 23rd Brazilian Maize and Sorghum Congress, Uberlandia, Brazil, May 23, 2000

Akridge, J.T. "Agribusiness in the 21st Century." Tennessee State University Marketing Seminar, Nashville, TN, November 13, 2000.

Akridge, J.T. "e-business and the Seed Business." 2001 IPSA Annual Convention, St. Louis, MO, January 19, 2001

Akridge, J.T. and M. Boehlje. "Competitive in 2010: Strategies for Agribusiness." Michigan Agri-Business Association Winter Conference 2003, East Lansing, MI, January 13, 2003.

Akridge, J.T. "Key Success Factors for e-Learning Initiatives." 26th Annual Conference on Management and Executive Development Program, Amelia Island, FL, November 23, 2003.

Akridge, J.T. "Channel Challenges, What is on the Minds of Dealers?" Mid-America NAMA Webinar. December 8, 2004.

Boland, M. and J.T. Akridge. "National Food and Agribusiness Management Education Commission." USDA-CSREES. Washington, DC, October 24, 2006.

Akridge, J.T. "Rethinking your Customer Segmentation." 2006 Agricultural Retailers Association Conference and Expo. St. Petersburg, FL, December 6, 2006.

Fulton, J. and J.T. Akridge. "Marketing WITH Your Customers." 2007 NAMA Agri-Marketing Conference. Dallas, TX, April 12, 2007.

Akridge, J.T. "Agribusiness Research and Education: Emerging Priorities." International Conference on Agribusiness and Food Industry in Developing Countries: Opportunities and Challenges, Lucknow, India, August 10, 2007.

Akridge, J.T. "Distribution of Crop Inputs: Pressures, Status, and a Research Agenda." VII International PENSA Conference, Ribeirao Preto, Brazil, October 25, 2007.

Selected Invited Addresses/Presentations As Dean (2009-2017)

Akridge, J.T. "The I's are Upon Us...Increasing in Importance, Influence, and Impact." AASCARR Annual Conference, Lake Barkley State Park, October 7, 2008.

Akridge, J T. "Corn Producers and Land-grant Universities: Working Together to Feed and Fuel our World." Corn Congress Meeting, Washington, D.C., July 16, 2009.

Akridge, J.T, "Breaking Barriers in the Plant Sciences, Perspective, People, Partners." Corn Belt Seed Conference, Indianapolis, IN. February 11, 2010.

Akridge, J.T and A. W. Gray. "A Focus on Human Talent Development in Agriculture." 2011 North American Ag HR Roundtable, West Lafayette, IN, August 1, 2011.

Akridge, J.T. and M. Baird. "The Exponential Effect of Action Inspired By Passion." 2012 AFA Leaders Conference, Kansas City, MO. November 2, 2012.

Akridge, J.T. "Advancing Agriculture's Future." AgrIInstitute "Thought Leaders" Series, Indianapolis, IN, March 25, 2014.

Akridge, J.T. "Feeding a Growing World." Murray State University Hutson School of Agriculture, Excellence in Agriculture Luncheon, Murray, KY, December 2, 2014.

Akridge, J.T. "Trends in Higher Education and Implications for Human Capital in the Seed Industry." Southern Seed Trade Association Annual Meeting, Nashville, TN, January 19, 2015.

Akridge, J.T. Armstrong, D., Davis, W. "Agriculture's Talent Pipeline – Has It Dried Up?" Agribusiness Council of Indiana Conference, Indianapolis, IN, January 28, 2015.

Akridge, J.T. "Purdue Agriculture: Driving Innovation in Indiana Agbioscience." Barnes & Thornburg Agricultural Innovation Symposium, Indianapolis, IN, May 6, 2015.

Akridge, J.T. "Steering the Best Talent Towards Colleges of Agriculture." 2016 USDA Agricultural Outlook Forum, Crystal City, VA, February 25, 2016.

Selected Invited Addresses/Presentations As Provost (2017-present)

Akridge, J.T. "MANRRS: Preparing Our Future, Empowering Our Present, and Honoring Our Past." Regional Conference, National Society of Minorities in Agriculture, Natural Resources and Related Sciences. West Lafayette, IN. Oct. 21, 2017.

Akridge, J.T., AAAS Riley Lecture Discussant – Allison Van Eenennaam, Lecturer - Does Agriculture Have a Parallel Science Problem? Washington, DC, June 5, 2018.

Akridge, J.T. "Affordability and Access", Council on Academic Affairs, Association of Public and Land-Grant Universities, Denver, CO, June 10, 2018.

Akridge, J.T. "Disruption in Higher Education: Drivers and Leadership", 2018 Fall Faculty Summit, Murray State University, Murray, KY, August 10, 2018.

Akridge, J.T. "ROI for Higher Education in Food and Agriculture", Farm Foundation Forum, Location?, September 19, 2018.

Akridge, J.T. "Leadership Lessons: A Personal Journey", Lovell Leadership Lecture Series, Purdue University, West Lafayette, IN, October 3, 2018.

Akridge, J.T. and C.R. Hall. "Academic Prioritization", University of Missouri Executive Leadership Team, West Lafayette, IN, June 10, 2019.

Akridge, J.T. "Impact of a Balanced, Integrated, Three-Component Instruction Model", National FFA Three Circle Summit 2020, Indianapolis, IN, February 4, 2020.

Akridge, J.T. "The Next Giant Leap: COVID-19 and Beyond", Leadership Lafayette Community Partners Luncheon, West Lafayette, IN, November 12, 2020.

Akridge, J.T. "Education and Talent – Bold Views from the Boardroom and the Classroom", Panel Discussion, 2021 IFAMA Virtual Conference, June 24, 2021.

Akridge, J.T. "Opportunities for Agricultural and Applied Economists to Lead", Leadership Development for Agricultural and Applied Economics Workshop, 2021 AAEA Meetings, Austin, TX, July 31, 2021.

Akridge, J.T. "Leading as a Dean: Reflections and Observations", Big Ten Academic Alliance Deans Leadership Program, Virtual, January 10, 2022.

Akridge, J.T. “Purdue’s Next Moves in Agriculture”, Independent Professional Seed Association Annual Conference, Indianapolis, IN, January 26, 2022.
Akridge, J.T. “APLU New Administrators Orientation”, Panel Discussion, Virtual, February 10, 2022.
Akridge, J.T. Panelist - “The Provost’s Purview in Student Success,” Chronicle Of Higher Education Virtual Event, March 1, 2022.
Akridge, J.T. “Academic Advising and the New World of Higher Education”, NACADA Region 5 Conference, Indianapolis, IN, May 3, 2022.

SELECTED GRANTS AND CONTRACTS

(Secured 16 grants and contracts totaling $170,838 not included below.

Agricultural Cooperative Service, with L.F. Schrader, $55,200. “Cost Allocation in Grain and Farm Supply Cooperatives, 1986-88.
National Pork Producers Council, with B.W. Brorsen, $14,600. “Economic Evaluation of Alternative Technology to Determine Pork Carcass Value,” 1988-89.
Tennessee Valley Authority, $12,950. “Analysis of Retail Fertilizer Plant Performance Fertilizer Retail Efficiency Data (FRED) Summary,” 1988-89.
United States Department of Agriculture, with B.W. Brorsen, $144,000. “Food and Agricultural Sciences National Needs Graduate Fellowship Program,” 1989-94.
United States Department of Agriculture, with L.F. Schrader, $96,000. “Food and Agricultural Sciences National Needs Graduate Fellowship Program,” 1990-95.
Indiana Center for Value-Added Research, with J.C. Forrest, $25,168. “Development of Electronic Technology for Rapid and Accurate On-Line Sorting of Pork Primal Cuts,” 1991-92.
United States Department of Agriculture, with W.A. Schiek, $162,000. “Food and Agricultural Sciences National Needs Graduate Fellowship Program,” 1992-97.
American Seed Trade Association, $18,000. “American Seed Trade Association Seed Industry Performance Analysis Project,” 1994-95.
United States Department of Agriculture, with W.A. Schiek, $162,000. “Food and Agricultural Sciences National Needs Graduate Fellowship Program,” 1994-99.
Indiana Soybean Development Council, $28,202. “Market Potential of the Enzyme Peroxidase and Implications for Soybean Producers,” 1996-97.
United States Department of Agriculture, with W.A. Schiek, $96,000. “Food and Agricultural Sciences National Needs Graduate Fellowship Program,” 1996-01.
Purdue University Reinvestment Grant, with M.D. Boehlje, M. Rapisarda, D. Schoorman, and W. Tyner, $351,000. “Start-up Costs for an Executive MBA in Food and Agriculture.” 1997-00.
United States Department of Agriculture Fund for Rural America Grant with M.D. Boehlje, $400,000. “Distance Delivered Master of Business Administration Degree in Food/Agriculture.” 1998-00.
United States Department of Agriculture, with J.R. Fulton, $108,000. “Food and Agricultural Sciences National Needs Graduate Fellowship Program,” 1998-02.
United States Department of Agriculture, $112,849 with M. Boland, Kansas State University. “National Food and Agribusiness Management Education Commission,” 2002-06.
United States Department of Agriculture, with M.I. Marshall, J.L. Lusk, B.T. Richert, J.R. Fulton, K.D. Hayes, B.Y. Tao, E.A. Pajor, K.A. Foster, M.D. Boehlje, A.W. Gray and C.L. Dobbins, $1,000,000. “Agricultural Innovation and Commercialization Center,” 2003-05.
BeckAg, Inc., with J. Fulton, $20,000, “Evaluation of B2B Word of Mouth Marketing Initiatives”, 2006-07.

United States Department of Agriculture, with L. House, University of Florida, and F.L. Barnard, $138,848, "Developing a Web-Based Agribusiness Simulator for Introductory Level Agricultural Students," 2006-09.

Summary of Programming Activity and Funding for Center for Food and Agricultural Business

Year*	Programming Days	No. of Participants	Total Revenue	CAB Transfer**
2000	80	974	$1,438,653	$554,529
2001	74	588	$923,286	$229,415
2002	127	972	$1,570,589	$571,580
2003	100	626	$1,332,001	$475,482
2004	92	1131	$1,382,694	$620,766
2005	89	840	$1,135,766	$642,916
2006	152	1108	$1,804,596	$739,778
2007	114	667	$1,120,585	$502,655

* Fiscal year July 1-June 30.
** Transfer to Center after all direct cost of programming paid.

UNIVERSITY SERVICE

Departmental (selected):

Co-Advisor, Purdue University student chapter of National Agri-Marketing Association (NAMA), 1989-1992; 2nd place Outstanding Chapter Award, 1990; 4th place Outstanding Chapter Award,1991; Outstanding Special Event Award,1992. IAMA Case Team Sponsor, 2006-2008, 2nd Place, 2006. Outstanding Ph.D. Thesis Committee, 1988, 2006 (Chair); Agribusiness Prelim Committee, Chairman, 1990-93, 1995-96, 2001; Department Head Administrative Review Committee, 1994, 2007; CSRS Agribusiness Committee, 1993 (Chair), 1998; Departmental Retreat Steering Committee, 2004; CSREES Review Undergraduate Teaching Issues Committee, 2005; Seminar Committee, 1995, 2006; Selling and Sales Management Faculty Position Search Committee, Chair, 2006; Awards Committee, 2007.

College (selected):

Grievance Committee, 1988-92; Curriculum and Student Relations Committee, 1993-95, (Chair 1994-95); Outstanding Counselor and Service to Students Award Committee, 2005; Outstanding Teacher Award Committee, 2005; Assistant Director of Sponsored Programs Development Search Committee, 2006-07.

University (selected):

Mentor, Teaching Academy Mentor Program; 2000-2006; Mentor, HORIZONS Program, 2004-2006; Faculty Affiliate, Burton D. Morgan Entrepreneurship Center, 2004-2006; Graduate School Area Committee F, 2002-2007, Associate Vice Provost P-12 Engagement Search Committee, Chair 2007-2008; HLC University Accreditation, Criterion 5 Engagement and Service Working Group, Co-Chair, 2007-2008. Chaired Vice President for Development Search Committee, 2010; Krannert Dean Search Committee, 2015; College of Science Dean Search Committee, 2017; Member of University Leaves Committee; Post-tenure Review Committee; Academic Program Review Committee, Review of Administrative Officers Committee; ITaP Strategic Governance Committee, 2014-2017.

PUBLICATIONS

Books:

Akridge, J.T., T. Funk, L.D. Whipker, W.D. Downey, M. Boehlje, and S.L. Wall. *Commercial Producers: Making Choices, Driving Change.* Center for Agricultural Business, Purdue University, West Lafayette, IN. 2000.

Erickson, S.P., J.T. Akridge, F.L. Barnard, and W.D. Downey. *Agribusiness Management,* 3rd edition. Boston, MA: McGraw-Hill, 2002.

Barnard, F.L., J.T. Akridge, F.J. Dooley, and J.C. Foltz. *Agribusiness Management,* 4th edition. London and New York: Routledge, 2012.

Barnard, F.L., J.T. Akridge, F.J. Dooley, J.C. Foltz and E.A. Yeager. *Agribusiness Management,* 5th edition. London and New York: Routledge, 2016.

Chapters in Books:

Akridge, J.T., W.D. Downey, M. Boehlje, K. Harling, F. Barnard, and T.G. Baker. "Agricultural Inputs." Chapter 15 in *FoodSystem 21: Gearing Up for the New Millennium*, Department of Agricultural Economics, Purdue University, November 1997, pp. 391-428.

Pena, I., J.T. Akridge and M. Boehlje. "Relationships: Collaborative Agreements in the Ag-Biotechnology Industry: The Importance of Transaction Costs and Investment Strategy", Chapter 28, *Transitions in Agbiotech: Economics of Strategy and Policy*. W.H. Lesser, ed. University of Massachusetts, NE-165. Publications, Amherst, MA, 2000.

Akridge, J.T., L. DeMay, L. Braunlich, M. Collura and M. Sheahan. "Retaining Adult Learners in a High-Stress Distance Learning Environment: The Purdue University Executive MBA in Agribusiness." *Motivating and Retaining Adult Learners Online*. Get Educated.com, LLC: Essex Junction, VT. eds: V. Phillips, B. Elwert, L. Hitch. 2002. pp. 62-71.

Ehmke, C., J. Fulton, J.T. Akridge, K. Erickson, S. Linton. "Chapter 8 - Industry Analysis: The Five Forces." in *Business Environment Analysis: An Introduction*, S. Muralidaran, ed. Icfai Books, The Icfai University Press, Hyderabad, India, 2007.

Journal Articles:

Akridge, J.T. and T.W. Hertel. "Multiproduct Cost Relationships for Retail Fertilizer Plants." *American Journal of Agricultural Economics*, Vol. 68, No. 4, November 1986, pp. 928-938.

Akridge, J.T. "Measuring Productive Efficiency in Multiple Product Agribusiness Firms: A Dual Approach," *American Journal of Agricultural Economics*, Vol. 71, No. 1, February 1989, pp. 116-125. Reprinted in Cramer, C. ed., *Agricultural Economics: Critical Concepts in Economics, Volume I, Production Economics*, Routledge/Taylor and Francis Group, October 2010.

Akridge, J.T., L.D. Whipker, and S.P. Erickson. "Managerial Compensation in Midwestern Grain and Farm Firms." *Agribusiness: An International Journal*, Vol. 5, No. 4, July 1989, pp. 403-418.

Dobson, W.D. and J.T. Akridge. "Establishing Research Priorities and Coordinating Agribusiness Research." *Agribusiness: An International Journal*, Vol. 5, No. 4, July 1989, pp. 315-333.

Yu, Z., J.T. Akridge, M.N. Dana, and J. Lowenberg-DeBoer. "An Economic Evaluation of Horticultural Alfalfa as a Substitute for Sphagnum Peat Moss." *Agribusiness: An International Journal*, Vol. 6, No. 5, September 1990, pp. 443-462.

O'Neil, J.C., J.T. Akridge, and W.D. Dobson. "An Evaluation of Alternative Hedging Strategies for Federal Farm Credit Bonds." *Agribusiness: An International Journal*, Vol. 7, No. 6, pp. 563-576, May 1991.

Akridge, J.T., L.D. Whipker, B.W. Brorsen, J.C. Forrest, M. Orcutt, and A.P. Schinckel. "Economic Evaluation of Alternative Techniques to Determine Pork Carcass Value." *Journal of Animal Science*, Vol. 70, 1992, pp. 18-28.

Akridge, J.T. and T.W. Hertel. "Cooperative and Investor-Oriented Firm Efficiency: A Multiproduct Analysis." *Journal of Agricultural Cooperation*, Vol. 7, 1992, pp. 1-14.

Akridge, J.T. "Agribusiness and Extension: Characteristics of Successful Programs to Serve a Rapidly Changing Clientele." *Southern Journal of Agricultural Economics*, July 1992, pp. 37-43.

Hathaway, B.A., J.T. Akridge, and W.D. Downey. "The Effectiveness of Video-Based Instruction in Undergraduate Agricultural Business Courses," *NACTA Journal*, Vol. 37, No. 4, December 1993, pp 33-37.

Akridge, J.T., W.D. Dobson, and M. Holschuh. "Positioning Agricultural Economics Departments to Serve Agribusiness Graduate and Professional Education Markets." *American Journal of Agricultural Economics*, Vol. 76, December 1994, pp 1193-1198.

Boland, M.A., E.P. Berg, J.T. Akridge, and J.C. Forrest. "The Impact of Operator Error Using Optical Probes to Estimate Pork Carcass Value." *Review of Agricultural Economics*, Vol. 17, No. 2, May 1995, pp 193-204.

Boland, M.A., K.A. Foster, and J.T. Akridge. "Packer Sorting Strategies for Fresh Pork." *Agribusiness: An International Journal*, Vol. 11, No. 5, 1995, pp 423-430.

Boehlje, M., J.T. Akridge, and W.D. Downey. "Restructuring Agribusiness for the Next Century." *Agribusiness: An International Journal*, Vol. 11, No. 6, 1995, pp 493-500.

Jekanowski, M.D., J.T. Akridge, B.W. Brorsen, S. Mauney, and A.P. Schnickel. "Measuring the Effects of PST on Swine Carcass Value," *Review of Agricultural Economics*, Vol. 18, No. 1, January 1996, pp. 21-30.

Rogers, D.S. and J.T. Akridge. "The Economic Impact of Storage and Handling Regulations on Retail Fertilizer and Pesticide Plants." *Agribusiness: An International Journal*, Vol. 12, No. 4, 1996, pp 327-337.

Akridge, J.T., S.P. Erickson, M. Boehlje, and A. Kazragyte. "Teaching Agribusiness Management in Lithuania: Developing an International Perspective for Undergraduate Teachers." *NACTA Journal*, Vol. 40, No. 2, June 1996, pp 15-19.

Gloy, B.A., J.T. Akridge, and P.V. Preckel. "Customer Lifetime Value in the Rural Petroleum Market." *Agribusiness: An International Journal*, Vol. 13, No. 3, 1997, pp. 335-347.

Preckel, P.V., J.T. Akridge, and M.A. Boland. "Efficiency Measures for Retail Fertilizer Dealers." *Agribusiness: An International Journal*, Vol. 13, No. 5, 1997, pp. 497-509.

Lentz, T.D. and J.T. Akridge. "Economic Evaluation of Alternative Supply Chains for Soybean Peroxidase." *Journal of Food Distribution Research*, October 1997, pp. 28-41.

Hicks, C., A.P. Schinckel, J.C. Forrest, J.T. Akridge, and W. Chen. "Biases Associated with Genotype and Sex in Prediction of Fat Free Mass and Carcass Value in Hogs." *Journal of Animal Science*. 76: 2221-2234, 1998.

Harling, K. and J.T. Akridge. "Using the Case Study Method of Teaching." *Agribusiness: An International Journal*. Vol. 14, No. 1, January/February 1998, pp. 1-14.

Brorsen, B.W., J.T. Akridge, M.A. Boland, S. Mauney and J.C. Forrest. "Performance of Alternative Component Pricing Systems for Pork." *Journal of Agricultural and Applied Economics*, Vol. 30, No. 2, December 1998, pp. 313 – 324.

Boland, M.A. and J.T. Akridge. "Comparing Benchmarking Measures: An Application to Retail Fertilizer Firms." *Agricultural Finance Review*, Vol. 59 (1999): 65-76.

Gloy, B.A., and J.T. Akridge. "Segmenting the Commercial Producer Market for Agricultural Inputs." *International Food and Agribusiness Management Review*. Vol. 2, No. 2, 1999, pp. 145-163.

Gloy, B.A., J.T. Akridge and L.D. Whipker. "Sources of Information for Commercial Farms: Usefulness of Media and Personal Sources." *International Food and Agribusiness Management Review*. Vol. 3, No. 2, 2000, pp. 245-260.

Gloy, B.A. and J.T. Akridge. "Computer and Internet Adoption on Large U.S. Farms." *International Food and Agribusiness Management Review*. Vol. 3, No. 3, 2000, pp. 323-338.

Henderson, J R., F. Dooley, J.T. Akridge, and M. Boehlje. "Distribution Channel Strategies and E-Business in the Agribusiness Industries." *Quarterly Journal of Electronic Commerce*. Vol. 2, No. 1, 2001, pp. 47-66.

Boehlje, M.D., J.T. Akridge and N.G. Kalaitzandonakes. "Preparing for Success in the Agribusiness Market Place". *Journal of Agribusiness*. Spring 2002. 20: 31-39.

Akridge, J.T., "e-business in the Agricultural Inputs Industries". *Review of Agricultural Economics*. Vol. 25, No.1, 2003, pp 3-13.

Henderson, J., F. Dooley, and J.T. Akridge. "Internet and e-commerce Adoption by Agricultural Input Firms" *Review of Agricultural Economics*. Vol. 26, No. 4, 2004, pp. 505-520.

Boland, M.A. and J.T. Akridge. "Undergraduate Agribusiness Programs: Focus or Falter?" *Review of Agricultural Economics*. Vol. 26, No. 4, 2004, pp. 564-578.

Henderson, J.R., J.T. Akridge, and F.J. Dooley. "Internet and e-commerce Use by Agribusiness Firms: 2004" *Journal of Agribusiness*. Vol. 24, No. 1, Spring 2006, pp 17-39.

Lynch, K., J.T. Akridge, S.P. Schaffer, and A.W. Gray. "A Framework for Evaluating Return on Investment in Management Development Programs." *International Food and Agribusiness Management Review*, Vol. 9, No. 2, 2006, pp. 33-53.

Torres Jr., A., J.T. Akridge, A.W. Gray, M. Boehlje, and R. Widdows. "An Evaluation of Customer Relationship Management (CRM) Practices among Agribusiness Firms." *International Food and Agribusiness Management Review*, Vol. 10, No. 1, 2007, pp. 36-60.

Harbor, A.L., M.A. Martin, and J.T. Akridge. "Assessing Input Brand Loyalty among U.S. Agricultural Producers". *International Food and Agribusiness Management Review*. Vol. 11, Issue 1, 2008, pp. 17-34.

Gunderson, M.A., A.W. Gray, and J.T. Akridge. "Service Quality in Agronomic Inputs: Does the Hierarchical Model Apply?" *Agribusiness*, Vol. 25, no. 4, 2009, pp 500-519.

Castro, L.T., M.F. Neves, J.T. Akridge. "A Comparative Analysis of Channel Incentive Programs in Brazil and the USA." *International Journal of Emerging Markets*. Vol. 12, Issue 2, 2017, pp. 263-278.

Published Case Studies:

Akridge, J.T., S.P. Erickson, L.D. Whipker. "Crider Crop Services" in *Cases in Agribusiness Management*, Seperich, G.J., M.S. Woolverton, J.G. Beierlein, and D.E. Hahn, eds. Gorsuch Scarisbrick: Scottsdale, AZ, 1996, pp 82-106.

Akridge, J.T., S.P. Erickson, and L.D. Whipker. "The Booneville Farm Supply" in *Cases in Agribusiness Management*, Seperich, G.J., M.S. Woolverton, J.G. Beierlein, and D.E. Hahn, eds. Gorsuch Scarisbrick: Scottsdale, AZ, 1996, pp. 112-120.

Foltz, J.C. and J.T. Akridge. "Sabina Farmers Exchange" in *Cases in Agribusiness Management*, Seperich, G.J., M.S. Woolverton, J.G. Beierlein, and D.E. Hahn, eds. Gorsuch Scarisbrick: Scottsdale, AZ, 1996, pp 2-13.

Whipker, L.D., J.T. Akridge, and W.D. Downey. "Dorset Crop Service" in *Cases in Agribusiness Management*, Seperich, G.J., M.S. Woolverton, J.G. Beierlein, and D.E. Hahn, eds. Gorsuch Scarisbrick: Scottsdale, AZ, 1996, pp 20-33.

Dooley, F. and J.T. Akridge. "Supply Chain Management: A Case Study of Issues for BioAg." *International Food and Agribusiness Management Review*, 1998. Vol. 1, No. 3: pp 435-441.

Darroch, M.A., J.T. Akridge, and M.D. Boehlje. "Capturing Value in the Supply Chain: The Case of High Oleic Acid Soybeans". *International Food and Agribusiness Management Review*. 2002. Vol. 5, No. 1, pp. 87-103.

Martens, B.J. and J.T. Akridge. "Customer Relationship Management at Farm Credit Services of America: Working Toward a SingleView." *International Food and Agribusiness Management Review*. Vol. 9, Issue 3, 2006, pp 23-37.

Bulletins and Reports:

(Authored or co-authored 68 bulletins and/or reports 1983-2007 not included in the list below.)

Boland, M.A., K.A. Foster, J.T. Akridge, and J.C. Forrest. Simulation Results for a Pork Packing Plant Model. Dept. of Agricultural Economics, Agricultural Experiment Station, Purdue University, Station Bulletin 677, February 1994.

Akridge, J.T., N. Offutt, and W.D. Downey. Field Marketing in U.S. Agribusiness Firms: An Exploratory Study. Office of Agricultural Research Programs, Purdue University, Bulletin No. 708, June 1995.

Akridge, J.T. and B.A. Gloy. The 1994 FRED (Fertilizer Retail Efficiency Data) Summary of Midwestern Retail Fertilizer Plants. Office of Agricultural Research Programs, Purdue University, Bulletin No. 733, July 1996.

Abstracts:

Akridge, J.T. and T.W. Hertel. "The Output Cost Relationship for Retail Fertilizer Plants: An Empirical Application of Multiproduct Firm Theory." *American Journal of Agricultural Economics*, Vol. 67, No. 5, December 1985, p. 1272.

Akridge, J.T. and T.W. Hertel. "Productive Efficiency in Multiproduct Firms: The Case of Retail Fertilizer Plants." *American Journal of Agricultural Economics*, Vol. 69, No. 5, December 1987, p. 1272.

Akridge J.T. and W.D. Dobson. "The Role of the Agricultural Economist in Improving the Competitiveness of the Agricultural Sector." *American Journal of Agricultural Economics*, Vol.71, No. 5, December 1989, pp. 1334.

Akridge, J.T., M. Vandeveer, B.W. Brorsen, J. Forrest, M. Orcutt, and A.P. Schinckel. "Economic Evaluation of Alternative Technologies to Determine Pork Carcass Value." *American Journal of Agricultural Economics*, Vol. 71, No. 5, December 1989, pp. 1359-1360.

O'Neil, J.C., J.T. Akridge, and W.D. Dobson. "An Evaluation of Alternative Hedging Strategies for Federal Farm Credit Bonds." *American Journal of Agricultural Economics*, Vol. 72, No. 5, December 1990, pp 1346.

Akridge, J.T. and T.W. Hertel. "The Cost Structure of Cooperative and Investor Oriented Grain and Farm Supply Firms: A Multiproduct Analysis." *American Journal of Agricultural Economics*, Vol. 73, No. 5, December 1991, pp. 1550.

Mauney, S., B.W. Brorsen, and J.T. Akridge. "A Component Pricing System for Pork." *American Journal of Agricultural Economics*, Vol. 73, No. 5, December 1991, pp. 1548.

Preckel, P.V. and J.T. Akridge. "Measuring the Efficiency of Retail Fertilizer Dealers: A Nonparametric Approach." *American Journal of Agricultural Economics*, Vol. 74, No. 5, December 1992, pp. 1282-1283.

Stegelin, F., L. Williamson, J.T. Akridge, and J. Beierlein. "Off-Farm Agribusiness Extension Support: Teaching or Consulting?" *American Journal of Agricultural Economics*, Vol. 74, No. 5, December 1992, pp. 1267.

Sloan, K.R. and J.T. Akridge. "Managerial Compensation in Retail Grain and Farm Supply Firms." *American Journal of Agricultural Economics*, Vol. 74, No. 5, December 1992, p. 1291.

Boland, M.A., E.P. Berg, K.A. Foster, J.C. Forrest, and J.T. Akridge, "Technology Transfer and Value Based Marketing of Pork: Packer Sorting Strategies Using Electromagnetic Screening." *Journal of Animal Science*, Vol. 71, Supplement 1, 1993, p. 244.

Hathaway, B.A., J.T. Akridge, and W.D. Downey. "The Comparative Effectiveness of Video-Based Instruction in Undergraduate Agricultural Economics Courses." *American Journal of Agricultural Economics*, Vol. 75, No. 5, December 1993, p 1296.

Jekanowski, M.D., J.T. Akridge, S. Mauney. "Effect of PST, Genotype, and Slaughter Weight on Carcass Value in Swine." *American Journal of Agricultural Economics*, Vol. 75, No. 5, December 1993, pp 1312-1313.

Berg, E.P., M.A. Boland, J.C. Forrest, and J.T. Akridge. "Economic Evaluation of Operator Error with Optical Fat/Lean Probes," *Journal of Animal Science*, Vol. 72, Supplement 1, December 1994, p. 54.

Boland, M.A., K.A. Foster, J.T. Akridge, and J.T. Forrest. "Adding Value to a Commodity Product: Packer Sorting and Differentiation Strategies for Fresh Pork." *Proceedings of Symposium III: Managing in a Global Economy*. International Agribusiness Management Association, February 1995, p 170.

Lentz, T.D. and J.T. Akridge. "Economic Evaluation of Alternative Supply Chains for Soybean Peroxidase." *American Journal of Agricultural Economics*, Vol. 79, No. 5, December 1997.

Akridge, J.T., and L. Martin. "Managing Change in the Ontario Pork Industry," *American Journal of Agricultural Economics,* Vol. 79, No.5, December 1997, p 1688.

Akridge, J.T., F. Dooley and J.D. Coffey, "Supply Chain Management: A Case Study of Issues for Bio Ag." *American Journal of Agricultural Economics*, Vol. 80, No. 5, December 1998, pp. 1158-1159.

Gloy, B.A. and J.T. Akridge. "Segmenting the Commercial Producer Market for Agricultural Inputs." *American Journal of Agricultural Economics*. Vol. 81, No. 5, December 1999, p. 1322.

Johnson, A.J., J.R. Fulton, J.T. Akridge, and M. Latour, "Evaluating Potential Value-Added Sorghums for the Poultry Industry." *Poultry Science*, Vol. 79, Supplement 1, Abstract #836, pp. 201-202.

Proceedings Papers, Conference Papers, and Poster Sessions:

(Authored and/or co-authored 20 proceedings papers, conference papers, and/or poster sessions 1986-2008 not included in the list below.)

Akridge, J.T. and D.S. Shaw. "Internationalizing the Agricultural Business Curriculum: The Purdue Approach." *Proceedings: International Agribusiness Management Association Inaugural Symposium*, International Agribusiness Management Association, New Mexico State University Printing Center, March 1991, pp. 10-14.

Akridge, J.T. and B.A. Gloy. "Customer Lifetime Value: An Application in the Agricultural Input Industry." Selected Poster, World Congress VI, International Food and Agribusiness Management Association. Cancun, Mexico, May 27, 1996.

Akridge, J.T., M. Boehlje, H. Brower, A. Gray, and R. Guzman. "Distance Delivered EMBA Program: Lessons Learned from the Purdue University EMBA in Food and Agribusiness." Web-Proceedings, 2000 World Food and Agribusiness Forum, International Food and Agribusiness Management Association, Chicago, IL, June 25, 2000.

Rogatina, A., N. Kalaitzandonakes, and J.T. Akridge. "Innovation and Structural Change in the U.S. Agricultural Input Distribution Industry." Web-Proceedings, 2000 World Food and Agribusiness Forum, International Food and Agribusiness Management Association, Chicago, IL, June 25, 2000.

Gloy, B.A., J.T. Akridge, and L.D. Whipker, "The Usefulness and Influence of Information Sources on Commercial Farms." Selected Paper, 2000 AAEA Annual Meetings, Tampa, FL. July 2000.

Lynch, K., J.T. Akridge, S. Schaffer, A.W. Gray. “A Framework for Evaluating Return on Investment in Management Development Programs.” Web-Proceedings, 2005 World Food and Agribusiness Symposium, International Food and Agribusiness Management Association, Chicago, IL, June 2005.

Akridge, J.T., A. Reimer, M. Boehlje, and A. Gray, “Market Segmentation Practices of Retail Agribusiness Firms”. Proceedings, 2007 Symposium of the International Food and Agribusiness Management Association, Parma, Italy, June 23-26, 2007.

Proceedings Posters:

Ubilava, D. and J.T. Akridge. “Management of Agribusiness Services: Precision Service Offerings and Profitability of Retail Crop Input Dealers.” Proceedings (Selected Poster), 2008 Symposium of the International Food and Agribusiness Management Association, Monterrey, California, June 14-17, 2008.

Shadbolt, N., G. Baker, and J.T. Akridge. “Internationalization and the Challenges it Creates for Agribusiness Executive Education.” Proceedings (Selected Poster), 2008 Symposium of the International Food and Agribusiness Management Association, Monterrey, California, June 14-17, 2008.

Staff and Working Papers:

(Authored and/or co-authored 7 staff or working papers 1986-2007 not included in the list below.)

Akridge, J.T. and L. D. Whipker. "Precision Agricultural Services and Enhanced Seed Dealership Survey Results." Department of Agricultural Economics, Purdue University, Staff Paper No. 00-04, June 2000

Invanic, R., J.T. Akridge, F. Dooley, C. Ehmke, and S. Wall. "e-commerce Strategies among Agribusiness Input Firms." Department of Agricultural Economics, Purdue University, Staff Paper No. 01-09, July 2001.

Whipker, L.D. and J.T. Akridge. "Retail Agronomy Dealership Information Technology and E-Business Survey Results." Department of Agricultural Economics, Purdue University, Staff Paper No. 01-14, December 2001.

Akridge, J.T., C. Alexander, M. Boehlje, D. Downey, A. Falwell, D. Foley, A. Gray, L. Whipker, and C. Wilson. “Serving Commercial Producers: Meeting Needs, Adding Value.” Department of Agricultural Economics, Purdue University, Staff Paper No. 4-4. March 2004.

Gray, A., M. Boehlje, and J.T. Akridge. “Strategic Positioning in Agribusiness: Analysis and Options.” Department of Agricultural Economics, Purdue University, Staff Paper No. 4-13, September 2004.

Whipker, L.D. and J.T. Akridge. “2007 Precision Agricultural Services Dealership Survey Results.” Department of Agricultural Economics, Purdue University, Working Paper No. 07-13, September 2007.

Roucan-Kane, M., M. Boehlje, A. Gray, and J.T. Akridge. “Tools and Analytical Framework to Make Decisions in Turbulent Times.” Purdue University, Working Paper No. 09-17, 2009.

Other Research Publications:

Akridge, J.T. and M. Gunderson. “Agribusiness Scholarship”. *AEM Update*, Vol. 3, Issue 1, Spring/Summer 2006. p. 5.

Unpublished Case Studies:

(Authored or co-authored 40 other unpublished case studies 1988-2007 not included below.)

Lucy, S., J.T. Akridge, B.S. Ottinger. "Launching New Products: Harris Moran's New Romaine Lettuce." Center for Food and Agricultural Business Case Study. February 2002, 12 pages.

Wall, S.L. and J.T. Akridge. "IMPACT Cooperative: CRM Strategy and Implementation". Center for Food and Agricultural Business Case Study. CS 02.4. April 2002. 5 pages.

Akridge, J.T. "West Africa Seed Company". Center for Food and Agricultural Business Case Study. June 2002. 3 pages.

Jones, B., M. Roucan, and J.T. Akridge. "West Coast Seeds: A Vegetable Seed Retailer." Center for Food and Agricultural Business Case Study. March 2007, 7 pages.

Roucan-Kane, M., M. Boehlje, A. Gray, and J.T. Akridge, "Excel Cooperative: Strategic Response to the Boom in Biofuels – Teaching Note." Purdue University, Working Paper 09-17, 2009.

Roucan-Kane, M., M. Marshall, and J.T. Akridge. "A Case Study for New Entrepreneurs: Padgett's Dairy Goat Farm." Purdue Extension New Ventures Case Study, August 2011, 9 pages.

Other Teaching Publications and Reports:

Akridge, J.T. and M.A. Welch. "Strategic Marketing for Agribusiness." *Economic Issues for Food, Agriculture, and Natural Resources*, Purdue University School of Agriculture, Winter 1993, No. 7, 23 pages.

Akridge, J.T. and J. Penna. "Review and Ideas: Agribusiness Management Program." Project Report for Faculty of Agronomy, University of Buenos Aires, Center for Agricultural Business, Purdue University, November 1996, 38 pages.

Akridge, J.T., P. Ellinger and J. Scott. "Program Review: Master of Science Degree in Agribusiness Concentration - Tennessee State University." January 1998, 18 pages.

Akridge, J.T. "National Commission on Food and Agribusiness Management Education Report." *The Chain Letter*, May 2004, Vol. 3, Issue 2, pp. 3-4.

Boland, M.A. and J.T. Akridge (eds). "Food and Agribusiness Management Education: Future Directions." Final Report of the National Food and Agribusiness Management Education Commission, November 2006, 76 pages.

Other Extension Articles:

(Authored or co-authored 3 *Purdue Agricultural Economics Report* articles and 6 *Emerging Issues in the Agricultural Marketplace* articles 1986-1999 not included in the list below.)

Ehmke, C., J.T. Akridge, C. Lusk, and J. Lusk. "Selecting and Managing Consultants." Agricultural Innovation and Commercialization, EC-719, June 2004, pp. 4.

Ehmke, C., J. Fulton, J.T. Akridge, K. Erickson, and S. Linton. "Industry Analysis: The Five Forces." Agricultural Innovation and Commercialization Center, EC-722, June 2004, pp. 12.

Ehmke, C. and J.T. Akridge. "The Elements of a Business Plan: First Steps for New Entrepreneurs." Agricultural Innovation and Commercialization Center, EC-735, September 2005, pp. 12.

Computer Simulations and Support Materials:

(Developed 3 other Computer Simulations and/or Support Materials 1988-2000 not included in list below.)

Akridge, J.T., S.P. Erickson, and E.M. Babb. *The Purdue Farm Supply Management Game*. Version 2.0, January 1993.

Marshall, M.I., C. Ehmke, J. Fulton, A. Gray, M. Boehlje, and J.T. Akridge. *INVenture*. A business planning web-tool. Agricultural Innovation and Commercialization Center (AICC), Department of Agricultural Economics, Purdue University, 2005. (3730 registered users, July 2008)

Trade Press Articles:

(Authored or co-authored 180 trade press articles 1984-2017 not included in the list below.)

Gray, A., J.T. Akridge, and K. Erickson. "Changing Crop Producers' Changing Attitudes." *Feed & Grain*. October/November 2003, pp 40-41.

Lusk, J.L. and J.T. Akridge. "Consumers, Biotech Foods and Strategy: Targeting Open-Minded Consumers is Most Effective for Biotech Education." *Seed World*. February 2004. pp. 10-11.

Gray, A. and J.T. Akridge. "Producers Seek Variety of Strategies for Growth Potential, Risk Management." *Feedstuffs*. March 8, 2004. Vol. 76, No. 10, pp. 5, 20.

Gray, A. and J.T. Akridge. "Successful Relationships Require Knowledge of Decision Making." *Feedstuffs*. May 10, 2004. Vol. 76, No. 19, pp. 5, 14.

Akridge, J.T. and A. Gray. "Bundle or Menu: What Type of Pricing Strategy Works Best?" *Feedstuffs.* August 9, 2004. Vol. 76, No. 32, pp. 9, 23.

Wall, S.L., J.T. Akridge, and P. Wang. "CRM: Enabling Your Efforts for Success." *Seed World*. September/October 2004.

Akridge, J.T. and J. Foltz. "Taking Customer Service to Another Level (or Not?)" *Feed & Grain*. October/November 2004. pp. 24-28.

Akridge, J.T. "Graduate Management Degrees and Agrimarketing: Deepening Perspective, Enhancing the Tool-Kit." *AgriMarketing*. March 2005. pp. 78-79.

Foltz, J. and J.T. Akridge. "Warning: Employee Evaluations Approaching." *Feed & Grain*. April/May 2006, pp. 35-39.

Akridge, J.T., J. Foltz, and J. Dillard. "Finding Great Employees: Winning the Battle for Talent." *Feed and Grain*, October/November 2006, pp. 21-27.

Whipker, L.D. and J.T. Akridge. "Biofuels: Future Challenges and Opportunities." *CropLife*, June 2007, pp. 16-18.

Akridge, J.T. and M. Marshall. "Hanging On to Talent." *CropLife*, March 2008, pp. 22-23.

Whipker, L.D. and J.T. Akridge. "Responding to a Changing Market." *CropLife*, June 2008, pp. 12-17.

Akridge, J.T. and J. Foltz. "Bringing 'em Safely On-Board: Launching New Employees Successfully." *Feed and Grain*, October/November 2008.

Foltz, J. and J.T. Akridge. "You Get what You Pay for and Other True Tales of Employee Management." *Feed and Grain*, April/May 2009.

Akridge, J.T. and J. Foltz. "Bringing Vision and Values to Life in Your Firm." *Feed and Grain*, October/November 2009.

Akridge, J.T. "Working to Reduce Society's 'Grand Challenges'." Indiana Minority Magazine. Second Quarter, 2010, pp 68-69.

Foltz, J. and J.T. Akridge. "Using the 5S Approach." *Feed and Grain*, April/May 2010.

Akridge, J.T. and J. Foltz. “Picking up the Pace.” *Feed and Grain*, October/November 2010, pp, 18-25.
Foltz, J. and J.T. Akridge. “Grooming the Next Generation of Management.” *Feed and Grain*, April/May 2011.
Akridge, J.T. and J. Foltz. “Managing Talent for Success: Today and Tomorrow.” *Feed and Grain*, October/November 2011.
Akridge, J.T. and J. Foltz. “Educating Tomorrow’s Managers.” *Feed and Grain*, October/November 2012.
Foltz, J. and J.T. Akridge. “Motivating Employees: Carrots beyond Salary and Benefits.” *Feed and Grain*, April/May 2013.
Akridge, J.T. “Expectations and Leadership: Don’t Make them Guess.” *Feed and Grain*, October/November 2013.
Foltz, J. and J.T. Akridge. “Is there Such a Thing as Work Life Balance?” *Feed and Grain*, April/May 2014.
Akridge, J.T. “Big Crop Coming: Managing Turning Points.” *Feed and Grain*, October/November 2014.
Foltz, J. and J.T. Akridge. “Valuable Habits for Effective Managers and Employees.” *Feed and Grain*, April/May 2015.
Akridge, J.T. and J. Foltz. “The Art of Delegation.” *Feed and Grain*, October/November 2015.
Akridge, J.T. “Ag’s Burning Talent Questions.” *AgriMarketing*. January/February 2016, pp 49.
Akridge, J.T. and J. Foltz. “Strategic Cost Management: Navigating a Down Cycle in Agriculture.” *Feed and Grain*, October/November 2016.
Parella, J. J. Foltz, and J.T. Akridge. “Do You Have to get Bigger to Stay in Business?” *Feed and Grain*, April/May 2017.
Akridge, J.T. and J. Foltz, “Building Your Human Talent Pipeline”, *Feed and Grain*, October/November 2017.
Moyer, M., J. Foltz, and J.T. Akridge. “How Social Media Marketing Can Boost Your Business”, *Feed and Grain*, April/May 2018.
Akridge, J.T. and J. Foltz. “Managing Disappointed Employees”, *Feed and Grain*, October/November 2018.
Foltz, J. and J.T. Akridge. “How to be Your Bank’s Best Customer”, *Feed and Grain*, April/May 2019.
Akridge, J.T. and J. Foltz. “Internal Communication: Singing Off the Same Sheet of Music”, *Feed and Grain*, October/November 2019.
Foltz, J. and J.T. Akridge. “Tips for Focus in a World of Distractions”, *Feed and Grain*, April/May 2020.
Akridge, J.T. and J. Foltz. “Making Decisions in a Radically Uncertain World”, *Feed and Grain*, October/November 2020.
Foltz, J. and J.T. Akridge. “Where’s the Best Place to Get Advice?”, *Feed and Grain*, April/May 2021.
Gray, A., J.T. Akridge, and J. Foltz. “Cooperate or Compete: Why Not Both?”, *Feed and Grain*, October/November 2021.
Foltz, J, B. Bernet, and J.T. Akridge. “How to Deal with Conflict in the Workplace” *Feed and Grain*, April/May 2022.

THE UNIVERSITY OF UTAH

Daniel A. Reed
Presidential Professor
201 Presidents Circle, Room 205 · Salt Lake City, Utah 84112-9007 · 801-581-5057

July 5, 2022

SUBJECT: University of Arkansas Chancellor Search

I was reared in a small town in the Arkansas Ozarks, and my extended family still lives there. I know the state's people and culture well, and Arkansas will always be my home. I also have fond memories of my time on the University of Arkansas at Fayetteville campus, where I spent a transformative summer as part of the Student Science Training Program (SSTP) for high school students. That summer exposed me to science, computing, art, scholarship, and the academic community, and it set me on the path that has defined my life and career. For that, I will be forever grateful, and I hope to give back to a place that gave me so much.

Hence, I am writing regarding the search for a new Chancellor of the University of Arkansas at Fayetteville. In a world awash with change, when our higher education mission has never been more vital and more critical, I see extraordinary opportunities at Arkansas. The university's actions to date and the enduring power of the its land-grant mission resonate strongly with my own beliefs. The bedrock of the land-grant mission, that education reaches far beyond the classroom and assists all of the state's citizens via deep, collaborative partnerships, must always be the defining ethos of an educated democracy. Renewed and invigorated in response to ever changing societal needs, it is part of the transgenerational trust, a birthright passed on to the next.

Yes, there are challenges facing public higher education, but there are also profound opportunities and deep and enduring social responsibilities.[1] Building on its rich history, I believe Arkansas can raise its already outstanding academic and research reputation to even greater heights, chart a path to the future that will continue to educate and empower an ever more diverse and inclusive set of students, attract and nurture a cadre of world class faculty, expand the Arkansas economy, and build deeper relationships with the citizens of Arkansas, the United States, and the world.

The University of Arkansas at Fayetteville is a public research university on the rise. Building on that trajectory, the time is now to aspire and achieve even more. In this rapidly changing world, U of A leadership via excellence has never been more vital and more critical for our country and for Arkansas. I would love to be a part of that tradition and opportunity. Thus, I submit my application with enthusiasm.

[1] *Academia: Who We Are and Why It Matters:* https://www.hpcdan.org/reeds_ruminations/2021/08/academia-who-we-are-and-why-it-matters.html

Leadership Experiences

During my career, I have held a variety of leadership positions in academia and industry, as well as senior appointed positions in government, which have prepared me for the challenges of being the chancellor of a great public research university such as the University of Arkansas

In academia, these include serving as the head of a major, very highly ranked department (computer science at the University of Illinois) whose size exceeded that of many academic colleges; as director of a highly visible national research center (the NSF-funded National Center for Supercomputing Applications (NCSA)), where the web browser was born; as a university vice-chancellor and founding center leader (UNC Chapel Hill and the Renaissance Computing Institute (RENCI)); as vice-president for research and economic development (University of Iowa), and most recently as a senior vice president for academic affairs (aka provost) (University of Utah). During my personal journey, it has been my privilege to be part of four different AAU institutions, each of which has taught me new things. I have celebrated collaborative successes and learned from experiences at each institution.

I have also been heavily involved in innovation policy in the U.S. (e.g., currently serving as Chair of the National Science Board, as well as many other high-level policy committees for other government agencies and national laboratories). I served previously on the U.S. President's Council of Advisors on Science and Technology (PCAST), and I have worked with multiple state governments. Internationally, I have worked with the United Nations, B20, World Economic Forum, the European Union, and national governments around the world. I have spent time in industry, serving as a corporate vice-president for one of the world's largest companies (Microsoft), developing innovative computing technologies and leading international technology policy, engaging government ministers and heads of state. Finally, I have been active in development and philanthropy, helping secure major donations to support academic programs.

In each case, I have helped groups and institutions embrace opportunities via introspection, collaborative decision making, and thoughtful execution. I believe in big, audacious goals with clear and measurable outcomes. I have shaped educational directions, built major industrial partnerships, worked on national science and technology strategy, and created and expanded major research institutes. It is no accident that my former colleagues once gave me a plaque inscribed with a maxim from famed Chicago architect Daniel Burnham, "Make no little plans."

The following examples are illustrative of my experiences and their potential relevance to the University of Arkansas.

As Senior Vice President for Academic Affairs (aka Provost) at the University of Utah, I was responsible for programs across fifteen colleges, as well as research institutes, campus initiatives, international programs, performing arts, museums, campus centers, enrollment management, our international campus in South Korea, and student success. My CV summarizes these and other activities relevant to the job description, but I will highlight just a few. I am especially proud of our diversity recruiting and hiring processes; the Informatics Initiative (UI2), which is bringing together faculty and students across campus; our *One Utah for Utah* (1U4U) interdisciplinary seed programs between academic and health affairs; new buildings (e.g., the Applied Science Building, which is about to break ground, and plans for a new Interdisciplinary Computing Building), and a campus taskforce that addressed the future of academic libraries in a digital world.

The COVID-19 pandemic has illuminated and exacerbated longstanding structural inequities in our society, interdependent and intertwined. Spanning personal, family, and community health and wellness; environmental quality in home and work environments (air, water, food and other components); educational access, quality and attainment; economic opportunities, training, and mobility; and bias, discrimination and racism, these structural inequities and environmental effects are systemic and interconnected.

Drawing on campus-wide strategic planning discussions and ideation, we worked to mount a new initiative – *The Fair and Equitable Society Initiative.* My plans for this initiative have included integrating expertise from across the entire campus, engaging students in interdisciplinary education, faculty in collaborative research and scholarship (STEM, arts, education, humanities, business, and medicine), new "cluster hiring" in thematic areas, and communities in outcome-driven partnerships. As a first steps, we are launching a theme semester and creating a new school of environmental science that will unite scientists, scholars, and public policy experts.

Finally, we created the *For Utah* scholarship program to ensure Pell-eligible, underrepresented students graduate debt free, created an Office for First Generation Access to support them, developed the first campus-wide summer bridge program for students, created a low cost, online degree completion program, expanded certificate programs, and are reshaping our undergraduate success initiatives, all part of the 21st century re-envisioning of our educational mission. These actions have resulted in the largest enrollments and most diverse entering student body in Utah's history.

At Utah, we have pursued all of these initiatives collaboratively, under a *One Utah* banner, which has united academic and health affairs in deep partnerships. I believe in the deep and essential truth of the saying, "If you want to go fast, go alone. If you want to go far, go together."

Given these successes and ongoing plans, why did I step down as Utah's provost? I was hired by President Ruth Watkins in 2018, at the beginning of her presidency. She then left Utah after serving only three years as president, having elevated Utah into the AAU. While helping ensure a smooth presidential transition, it became clear the emerging strategic priorities would differ from those pursued by President Watkins. Recognizing that, I took the high road. Other members of the president's cabinet have departed as well, including the Vice President for Research, and the Vice President for Marketing and Communications.

As Vice President for Research and Economic Development at the University of Iowa (reporting to the President), I created ideation summits and salon dinners to catalyze discussion of multidisciplinary issues and empower researchers, supported by internal seed funding. I launched statewide outreach programs, via a mobile museum and regional economic development hubs, to change community perceptions of the university. I created public research communication training for faculty to explain research benefits to lay audiences, and I established a grant proposal development group that has spurred large, multidisciplinary teams and ultimately led to substantial increases in external research funding. I also restructured economic development to make it nimbler and more responsive, substantially increasing the number of invention disclosures and startups, and I expanded support for undergraduate research experiences.

The provost and I created an informatics initiative that integrated extant resources and included faculty hiring, new facilities and infrastructure, and new research support staff. I also worked closely with Iowa's health affairs campus to broaden its research base, spanning Iowa's new biomedical discovery facility, its NIH

comprehensive cancer center, biomedical imaging center, and new neuroscience initiative. I also collaborated with the University of Iowa Foundation to launch a new crowdfunding platform, targeting alumni – particularly younger alumni – interested in supporting faculty research and student team projects. Finally, I worked with our faculty and staff shared governance to revise Iowa's intellectual property policy.

All of this happened during a period of ongoing budget cuts and resource constraints.

I know how to build partnerships and expand research opportunities.

As an active participant and leader in national and international science and technology policy, I have worked closely with a variety of governments, science ministries, and agencies. My CV summarizes these in more detail, but recent examples include serving as chair of the National Science Board (NSB), which provides oversight for the National Science Foundation, chairing the NSB Awards and Facilities Committee, and serving as a member of the NSB Strategy Subcommittee on Technology, Innovation, and Partnerships, charged with envisioning and shaping plans for NSF's new Technology Directorate.

I also chair the Advanced Scientific Computing Advisory Committee for the Department of Energy (DOE), I serve on the Scientific Advisory Committee for Argonne National Laboratory, and I recently chaired a review of computing strategy for DOE's weapons laboratories, at the request of DOE. I recently served on the review team for the Vera Rubin Large Synoptic Survey Telescope (LSST); participated in a National Academies review of NSF's cyberinfrastructure program; worked as a member of the AAU/APLU data management committee; and served as a member of the National Academies Technical Advisory Board for the Army Research Laboratory, where I currently co-chair the computational science review. In the past, I served on the FCC's Technical Advisory Council and worked with the UN's International Telecommunications Union (ITU) on broadband policies and strategies.

I know how to shape academic, industry, and national research and scholarship agendas.

As a Corporate Vice President at Microsoft, I worked with businesses, civil society, government ministers and international heads of state on technical, policy and legal issues, spanning topics such as privacy and security, telecommunications, environment and green programs, intellectual property protection, innovation, and economic development. I spent many days in Washington, testifying, chairing panels and commissions, and working with Congress and Federal agencies on spectrum policy, innovation strategies, cybersecurity, data protections and privacy, and science and technology innovation. I also spent considerable time in Brussels, working with the European Union, and in China. At Microsoft, I also led an R&D team that developed advanced technologies for multicore systems, cloud computing, energy efficient data centers, quantum computing, and cryptography, working in classified and unclassified domains. I also built international research collaborations around cloud computing with national science agencies in support of science and engineering research.

I know what it means to build industry partnerships with academia; I have seen it from both sides.

As a Vice Chancellor and center leader at North Carolina, I built a multidisciplinary center – the Renaissance Computing Institute (RENCI) – spanning the three Research Triangle universities (UNC Chapel Hill, Duke, and NC State) with statewide reach that addressed state issues (e.g., disaster response and weather modeling), national research challenges (e.g., post-genomic medicine), social issues, and economic development,

supported by federal, state, and institutional resources. I also restructured and modernized UNC's central IT organization and initiated an Enterprise Resource Planning (ERP) process; and I worked directly with state government and industry.

I know how to build partnerships that unite the differing strengths of multiple academic institutions.

As a department head and center leader at the University of Illinois, I spearheaded a new, $100M IT quadrangle (anchored by a $30M gift from alumnus Tom Siebel), secured an additional 25 faculty lines, elevated the department to 5th in national rankings, and launched an early Internet M.S. program. As Director of the National Center for Supercomputing Applications (NCSA), I designed the NSF TeraGrid, then the world's largest open computing infrastructure for scientific research, and the enabler for NSF's current XSEDE cyberinfrastructure, working in partnership with Intel and IBM. I also secured a $40M contingent gift from Microsoft, which had earlier NSF proposals been funded, would have raised the international profile of "big data" analytics a decade before it became prominent.

I know how to raise public and private sector funds.

As these examples suggest, I have a wide range of experiences that span research and scholarship, economic development, budgeting and organizational change, fundraising, and philanthropy. I believe these are reflective of the expertise that befits a candidate for chancellor of a leading public research university such as the University of Arkansas.

Personal Background

I have been fortunate to be the beneficiary of this country's promise. I was born a poor child in the Arkansas Ozarks, the son of a father with only a fifth-grade education. Nevertheless, he and my mother were passionate believers in the power of education to transform lives. Despite our poor circumstances, there was never any doubt in their minds that education was the defining path for a better future, and they imparted that belief and passion to me. I married the daughter of an eastern European immigrant who left to escape Stalin's gulag. Like me, education gave her a sense of opportunity and possibility that extended to the greater world beyond her own circumstances.

The genius of the U.S. higher educational system is its sense of community, diversity, and empowerment. It brings together people with widely varying backgrounds, perspectives, and interests. In that cauldron of intellectual exploration, it imbues each person with a sense of wonder, as well as the knowledge and skills to be a productive member of society. It is why I believe so strongly that we must ensure the door of opportunity is both welcoming and open wide. Talent thrives when given the chance; *everyone* deserves the opportunity to pursue his or her dreams, regardless of the circumstances of their birth. We invent the future – one mind at a time— and those minds change the world. It is why I believe so passionately in the land-grant mission.

Leadership Philosophy

My history is about leading through strategic vision and empowerment and building collaborations and structures that span academia, governments, non-profits, and the private sector. My passion is inspiring and empowering others to realize their potential. While I began my career as a computing researcher, most would now describe me as a thoughtful communicator, able to engage and energize diverse audiences; a strategic thinker; and a builder, able to empathize with, engage and excite faculty, alumni, government

officials, business leaders, and individuals. I am comfortable speaking to audiences large and small, and I write regularly about the importance of innovation, collaboration, and investment in the future. Over the years, my collaborators and friends have spanned the arts, social sciences, and humanities, as well as science, medicine, engineering, agriculture, and business. I am a passionate advocate for transdisciplinary, Renaissance teams.[2]

Quite clearly, the obvious question one might ask any prospective candidate for a university senior leadership position of any type is "Why?" This question is especially germane in these shifting and challenging times, of which COVID-19 is but the latest, though extraordinary circumstance. There are many answers, but all are rooted in the belief that our ultimate goal is making the scholarly community as vibrant and exciting as possible and in building strong and supportive relationships that create value for our students, faculty, and citizens. In the 21st century, America's universities must remain places for educating our country's children, for broadening educational access, for sustaining a diverse and inclusive society, and for accelerating the knowledge economy's engines via leading edge research and discovery.

I have learned the importance of both a collaboratively developed, compelling vision and equally determined, "dirt under the fingernails" execution. It is not enough merely to talk about ideas, one must also translate ideas into action. This means executing well-crafted plans to attract, nurture and retain talented students, faculty, and staff of all backgrounds and ensure their success in academia and in life. It also means creative and innovative plans to fund and support education, research, and scholarship of the highest order. It means nurturing vibrant alumni and supporter relationships that advance the university's missions. It also means building and sustaining collaborative and engaging partnerships with the state to secure its political and economic support – something vital for public research universities such as Arkansas.

Above all, it means building and maintaining trust, listening more and talking less, while acting with the highest principles of honesty and integrity. I strive every day to live that philosophy, translating faculty, staff, and student ideas into initiatives and actions, and I would bring that same commitment to the University of Arkansas.

University of Arkansas Opportunities

The leadership statement enumerates several desired qualities for the new chancellor. Let me comment on just a few, noting that, above all, the chancellor must be an effective organizational leader, creating a culture, process, and structure that facilitates excellence, individually, collaboratively, and institutionally. Across my career, I have built and empowered new teams, restructured others, and elevated both, instilling a sense of partnership and service.

First, the chancellor must tell the compelling story of the U of A with passion and enthusiasm in ways that resonate with all constituents. *As the university's primary ambassador and representative, the chancellor must be visible, accessible, and empathetic, while also being a thoughtful and* persuasive *advocate for the university*. The process begins with listening and engaging each person in their context and environment, with humility and respect for diverse and sometimes divergent perspectives.

[2] *Renaissance Teams: Reifying the School at Athens*: https://www.hpcdan.org/reeds_ruminations/2018/08/renaissance-teams-reifying-the-school-at-athens.html

Second, the chancellor must be a collaborative partner and trusted confidant of the University of Arkansas system president, the trustees, the regional campuses of the U of A system, the governor, and legislative leaders, working together to solve complex problems, advocate for resources, and advance the university's mission in support of the citizens of Arkansas. Likewise, one must work in partnership with donors, the provost, vice-chancellors, deans, department chairs, faculty, students, and other stakeholders to help them realize their objectives. While never losing sight of our values, it is about the money. To change the world, we must all work together to build and sustain the resource base.

Third, while acknowledging the shifting financial and social landscape of higher education – the coming "demographic cliff" of high school graduates, constraints on state support, limits on tuition increases, and societal polarization – *the chancellor must work collaboratively with all stakeholders to craft a 21st century vision of educational relevance, scholarship impact and societal engagement.* Just as the 19th century Morrill Act envisioned a new kind of public university that would spread new agricultural and mechanical knowledge and "promote the liberal and practical education of the industrial classes in the several pursuits and professions in life," we must define a 21st century education compact that addresses shifting societal needs, continues to develop the new knowledge so critically need to fuel economic competitiveness, and meets an ever more diverse pool of students where they are.[3]

Fourth, one must maintain an unwavering commitment to sustaining and expanding scholarship and research of the highest quality, while also facilitating economic development. The University of Arkansas is the state's flagship public research university, and it must be a beacon of intellectual excellence; there simply is no substitute for quality. *Building on successes to date, I believe there are clear opportunities to continue growing the university' research and scholarship base, both within and across all its disciplines, and elevate its ranking and reputation to even greater heights, all while honoring the land-grant mission.*

As I noted earlier, I have realized these coupled goals of research and impact via launching thematic semesters to facilitate interdisciplinary research and education, funded faculty cluster hiring to build critical intellectual mass, launched proposal development centers to aid in grant writing and proposal development, and engaged Washington, DC policy groups to advice faculty on research opportunities. I have also revamped technology transfer processes, built regional economic development centers, created public-private partnerships for advanced prototyping, and worked with industry to expand economic partnerships.

More broadly, I have spent much of my career at the intersection of traditional disciplines, building bridges, creating partnerships, and launching initiatives in the arts and humanities, as well as in the sciences and engineering. *The greatness of a public research university like Arkansas is the richness of its intellectual talent, the diversity of perspectives and insights inherent in that talent, and the ways it can make a practical and economic difference in the lives of Arkansas citizens.*

Fifth, the chancellor must address student success, diversity, equity, and inclusion (DEI), within a national context, but also within a uniquely state and regional context. This means meeting students where they are – addressing discrimination, bias, and inequities in all forms – and it means addressing cultural impediments to

[3] *Higher Education in the 21st Century*, https://www.hpcdan.org/reeds_ruminations/2021/02/higher-education-in-the-21st-century.html

hiring and retaining diverse faculty. These must be more than words; they must be actions rooted in an inclusive culture that begins at the top and permeates every aspect of the university.

All students, faculty, and staff must feel welcomed, nurtured, and supported to engage in every aspect of campus life, and every citizen, student, staff member, and faculty member must believe – and it must be true – that the University of Arkansas is the people's university. As Margaret Mead once noted, "Never doubt that a small group of thoughtful and committed citizens can change the world: indeed, it's the only thing that ever has."

As I outlined in my CV, my Utah team and I have targeted DEI issues directly and forcefully. For example, we revamped undergraduate scholarship processes, created a first-generation support office, simplified transfer articulation agreements with our local community colleges (where many students from underrepresented groups begin their higher education), supported near peer advisors in high schools who serve as role models, and instituted data-driven analytics to engage students and ensure academic success. I also strongly encouraged and funded Utah's participation in the Howard Hughes Medical Institute broadening STEM initiative, modeled on the successful UMBC Meyerhoff Scholars Program. (STEM diversity, equity, and inclusion is also a major focus of my activities as chair of the National Science Board.)

At Utah, I also created faculty diversity hiring programs and policies and hired an associate vice president for faculty diversity who focuses exclusively on faculty hiring processes and on mentoring new hires. These things and more have made a demonstrable difference in the University of Utah culture and in the demographics of our campus.

Sixth, we must also deliver on our student promises, with programs that have demonstrable success metrics – graduation rates, job placement, and lifelong education – while reducing student debt, supporting students and parents of first-generation college students, inculcating workforce skills, and engaging in early academic intervention when students struggle. As highlighted in my CV, I launched a broad campus taskforce at Utah to examine educational processes at Utah. Insights from this taskforce have led to new scholarship models, an income share agreement program, reduced cost degree completion initiatives, expanded online programs, and new approaches to study abroad.

Looking forward, I believe one of our greatest opportunities is through expanded experiential education, community partnerships, and undergraduate research, exposing students to "real world" problems, public service, research, and scholarship experiences. Life, like research and scholarship, is about addressing open-ended and sometimes ill-posed questions. This is a unique aspect of a research university – connecting education and scholarship to shape student perspectives.

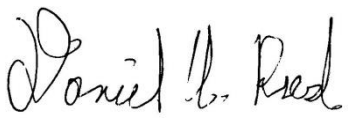
Finally, as higher education faces unprecedented financial pressures and shifting social expectations, *the chancellor must continue to expand and accelerate external engagement with alumni and supporters.* Philanthropy is the transgenerational gift that enriches the world, in ways both small and large. In addition to the traditional philanthropic asks (capital programs, endowed chairs and professorships, student scholarships and fellowships, and college needs), I believe we must also target intellectual causes that resonate with younger generations. This is one of the best ways to raise philanthropic participation rates. Simply put, we must continue to pursue traditional philanthropy assiduously while also embracing new opportunities and

approaches. All of this rests on telling the University of Arkansas story that highlights strengths, vision, and opportunities.

Final Thoughts

I have spent much of my career as a bridge builder, fostering collaborations across the sciences, medicine, engineering, and the arts, humanities, and social sciences. I have addressed DEI issues directly and forthrightly. I have worked with community, state and national governments, companies (large and small), non-governmental organizations (NGOs), and community leaders, building consortia to address social, economic, and technical problems. I am known as an empathetic listener and an effective communicator, able to cross cultural boundaries and make people feel comfortable and valued. I am a strategist, a change agent, and an implementer. I believe we can do more, much more, together.

The University of Arkansas has a rich and proud history, great strengths and accomplishments, and even greater potential. Helping further the university's continued advancement is an extraordinarily attractive challenge and an even more exciting opportunity. I would be thrilled to have a part in building on the University of Arkansas's successes, expanding its resource base, raising its visibility, and addressing the opportunities (and the challenges) ahead. Together, I hope we can realize a bright and extraordinary future.



Daniel A. Reed
Presidential Professor
Professor of Computer Science and Electrical & Computer Engineering

Daniel A. Reed

Education

		Harding College	August 1975-May 1976
B.S. (*summa cum laude*)	Computer Science	Missouri University of S&T	December 1978
M.S.	Computer Science	Purdue University	May 1980
Ph.D.	Computer Science	Purdue University	May 1983

Security Clearance: Information available upon request

Cell phone: [redacted]
Personal email: [redacted]

Social Media: HPCDan (Twitter)

Personal Blog: www.hpcdan.org with commentary on science, society, education, and innovation

Academic Positions

- Presidential Professor in Computational Science, University of Utah, 2022-present
- Professor, University of Utah, 2018-present
  - Joint appointments in Computer Science and Electrical & Computer Engineering
  - Research in high-performance computing, edge devices and environmental sensing
- Professor, University of Iowa, 2012-2018
  - Joint appointments in Computer Science, Electrical & Computing Engineering, and Medicine
  - University Computational Science and Bioinformatics Endowed Chair
- Chancellor's Eminent Professor, University of North Carolina at Chapel Hill, 2004-2007
  - *Campus-level endowed "super chair," one of three on campus*
- Senior Research Scientist, National Center for Supercomputing Applications, 1995-2000
- Edward William and Jane Marr Gutgsell Professor, University of Illinois, 2000-2003
  - *Campus-level endowed chair, one of ten on campus*
- Professor, University of Illinois at Urbana-Champaign, August 1991-2003
- Associate Professor, University of Illinois at Urbana-Champaign, August 1988-August 1991
  - Visiting Scientist, IBM T. J. Watson Research Center, July 1990-December 1990
- Assistant Professor, University of Illinois at Urbana-Champaign, August 1984-August 1988
- Assistant Professor, University of North Carolina at Chapel Hill, August 1983-July 1984
- Post-doctoral Research Associate, Purdue University, May 1983-August 1983

Leadership Experience

N.B. Any leader's list of attributed accomplishments rests on the vision, talent, and commitment of those with whom they work. I have been fortunate to work with an extraordinary cadre of people in each of the organizations I have led. They are the ones truly deserving of the credit.

University of Utah (2018-2021)

Senior Vice President for Academic Affairs

- Direct report to the President and member of the President's Cabinet
- Responsible for academic programs across fifteen colleges, as well as global programs, enrollment management, undergraduate studies, museums, performing arts, sustainability office, interdisciplinary initiatives, campus centers, and Utah Asia Campus (UAC) academic programs

- *Education and Student Success Initiatives*

- Led campus strategic planning exercise for undergraduate and graduate student success
  - ~75 faculty, staff, and students in six working groups: facilities, finances, enrollment, undergraduate success, educational delivery, and graduate community, with action plans as part of the university strategy refresh
  - https://academic-affairs.utah.edu/key-initiatives/educational-futures-and-student-success-task-force/
- Launched *For Utah* scholarships to ensure Pell-eligible students graduate debt free
  - All tuition and fees covered via state scholarship, Pell, and institutional scholarships + philanthropy
  - Targeting access and affordability for underrepresented and low income students
    - https://admissions.utah.edu/forutah/
    - FirstGen scholars cohort program to ensure student success
  - ***Largest enrollments and most diverse first year classes in university history***
- Defined the first campus-wide summer bridge program for entering students
  - Focus on underrepresented, first generation, and low income students
  - Curricula include math and writing courses, with campus mentoring and financial aid
  - Successful students matriculate in the fall
  - https://ugs.utah.edu/summer-bridge/
- Launched low cost, online degree completion program
  - Targeting students who left without degrees but are near degree status
  - Reduced tuition and fees to incentivize degree completion
- Building expanded professional masters programs
  - High demand career opportunities
  - Online scalable programs and hybrid “high touch” programs
- Expanded student support services and educational modalities
  - Hired inaugural dean/AVP of Online and Continuing Education (now Connected Learning)
  - Expanded certificate programs that recognize competence in specific areas
- University of Utah Asia Campus
  - Enrollment growth and entrepreneurship partnerships
  - https://asiacampus.utah.edu/
- Utah System of Higher Education (USHE) Innovation Taskforce
  - Examining the future of higher education and statewide collaboration
- Created Office of Nationally Competitive Scholarships
  - Supporting student competition for national and international student recognitions

- *Research and Scholarship Initiatives*
  - Launching *Fair and Equitable Society Initiative (A Utah Grand Challenge)*
    - Focused on social justice, social determinants of health, environmental fairness, educational equality, and prosperity equality
    - Targeted activities: theme semesters, collaborative teaching, and cluster hiring
    - Emphasis on disciplinary and interdisciplinary research excellence
    - Partnership with VP for Research and Senior VP for Health Affairs
    - https://fairfuture.utah.edu/
  - Exploring new School of Environmental Science
    - Cross-college collaborations
    - Interdisciplinary education and research
  - Working on national laboratory partnerships
    - Joint research and collaboration
    - Federal collaborations
  - Created campus informatics initiative (UI2) to integrate disparate IT activities
    - Developing informatics certificates (on and off campus)
    - Supporting course inventories, coordination, planning, and research strategy

        - https://informatics.utah.edu/
    - Launched interdisciplinary collaboration programs
        - Created cross-institution health and academic affairs collaborations (1U4U)
            - Early research ideas, new education approaches, & campus improvement
            - https://1u4u.utah.edu/
        - Created scholarship & community building via public banners highlighting innovation
            - https://attheu.utah.edu/facultystaff/the-banner-project/
        - Launched quality symposium & air quality scholars (seed funding) with health affairs
            - https://cleanair.utah.edu/
        - Recruited new Director of the Scientific Computing and Imaging (SCI) Institute
            - Developing plans for Cyberinfrastructure (CI) Fellows and CI Professionals
            - Program plans also include faculty hires for interdisciplinary computing
    - Created libraries (academic, health, and law) futures taskforce
        - Exploring publishing models, book and journal purchasing, library functions
    - Reaffirmed the university's commitment to academic freedom
        - https://academic-affairs.utah.edu/academic-freedom/
        - https://academic-affairs.utah.edu/wp-content/uploads/sites/18/2021/07/Campus-Academic-Freedom-Message-2.pdf
    - University of Utah external research funding has grown to $640M/year

- *Diversity, Equity, and Inclusion Initiatives*
    - Created Native American land use statement via campus committee
        - https://attheu.utah.edu/facultystaff/indigenous-land-acknowledgement
    - Defined diverse faculty recruiting program incentives and support
        - https://academic-affairs.utah.edu/about/svpaa-guidelines/facultydiversityhiring/
    - Recruited/hired inaugural AVP for Faculty Equity and Diversity
        - Developed college diversity and inclusion plan requirements, a Utah first
        - Created search committee training for diverse candidate pools & inclusive processes
        - Coordination with VP for Equity, Diversity, and Inclusion (EDI)

- *Budget and Process Initiatives*
    - Implemented fall/spring policy communication cadence
    - Defined new faculty hiring policies and processes
        - Clarified dual career matching funds and procedures
        - Created new faculty training/mentoring and new administrator training
    - Launched strategic budget model analysis with academic deans
        - Focused on budget transparency and data sharing processes
        - Simplified annual budget process
        - Created strategic working groups for budget priority identification

- *Other Activities*
    - Recruited faculty fellows
    - Facilities planning/fundraising
        - Applied Science Building
        - Meldrum Theatre
        - Interdisciplinary Computing Building
    - Athletics (admissions, compliance, bands)
    - Legal actions (international student visa policies)
    - Leadership hiring
        - Five academic deans (Education, Humanities, Science, Law, and Online)
            - Business and Social and Behavioral Sciences underway
        - Nine senior leaders (SAVP for Enrollment Management, Chief Academic Budget Officer, Chief Sustainability Officer, Pioneer Theatre Director, Natural History

Museum Director, Scientific Computing and Imaging (SCI) Institute Director, Utah Asia Campus Chief Administrative Officer, SAVP for Undergraduate Studies, Chief Global Officer)

- *COVID-19 Crisis Management*
  - Budget management, salary, and hiring processes
  - Academic calendar and course modality processes
  - Campus communications and policies
  - Performing arts and museums strategy
  - Testing, masking, and vaccination strategy
  - COVID-19 student testing processes
  - International programs and visa issues (joined national legal suits)
  - Public health coordination with healthcare system and student affairs

National Science Board, Chair, 2022-2024 (U.S. Presidential appointment)

- Responsible for fiscal and program oversight of the National Science Foundation
- Liaison to President's Council of Advisors on Science and Technology (PCAST) and Office of Science and Technology Policy (OSTP)
- Member of the Board, 2019-2024 (U.S. Presidential Appointment)
- Chair, Awards and Facilities Committee (responsible for large facilities), 2020-2022
- Member, Assistant Director for Engineering Search Committee
- Member, NSB Member Nominating Committee
- Member, Socioeconomic Status and STEM Committee
- Member, Strategy Committee and Subcommittee on Technology, Innovation, and Partnerships (S-TIP)
  - Strategic planning for NSF's new Technology Directorate

See Recent Public and Professional Service For Additional National Service

University of Iowa (2012-2018)

Vice President for Research and Economic Development, 2012-2017

- Responsible for campus research oversight, technology transfer and economic development, and campus research, scholarship and policy centers
  - Diversified the Office of the VPR leadership by promoting several women to associate and assistant vice president positions
  - Led campus ideation/strategy processes to diversify research and fund multidisciplinary projects, all while campus faced state funding cuts and faculty losses
    - Launched National Network for Manufacturing Innovation (NNMI) partnership (advanced manufacturing) with the University of Illinois
    - Launched new informatics initiative (UI3), in partnership with the Provost
    - **Created large proposal initiative, which became the Research Development Office** (https://research.uiowa.edu/rdo)
      - Over time, this and other activities led to substantial increases in federal funding
    - Secured support for a Strategic Research Leadership fund to seed interdisciplinary research programs
    - Hosted Ideation Summits and networking events
  - Restructured economic development, engaged state businesses, and accelerated faculty entrepreneurship
    - Doubled number of patent applications
    - SBIR/STTR success rate 2X the national average
    - Built prototyping facility (*protostudios*) in collaboration with the state for biomedical devices and startups (https://protostudios.uiowa.edu/)
    - Launched UIPartners with regional offices to support Iowa's small businesses

        - Proposed startup investment fund
        - Engaged state businesses and state policy leaders on innovation strategy
    - Oversaw integration of the Iowa Geological Survey into IIHR (Iowa Hydroscience & Engineering)
    - Expanded support for the Iowa Center for Research by Undergraduates (ICRU)
    - Conceived the book of essays, *As Far as the Eye Can See*
        - https://research.uiowa.edu/sites/research.uiowa.edu/files/978-1-60938-653-5-web.pdf
    - Launched mobile museum to showcase research to communities across Iowa
        - More than 100,000 visitors (https://research.uiowa.edu/tags/mobile-museum**)**
    - Partnered with University of Iowa Foundation (UIF) on small donor project fundraising
        - *Goldrush* crowdfunding (https://goldrush.uiowa.edu/)
    - Engaged Deans in strategic planning and community building
    - Proposed Heartland Research Institute to integrate several campus research activities
    - Expanded humanities and creative arts partnerships
        - *Creative Matters* lecture series and *Creative Matches* science/art partnerships
            - https://creativematters.research.uiowa.edu/
    - Created campus research awards and campus celebration event (*Celebrating Excellence*) https://research.uiowa.edu/tags/celebrating-excellence
    - Partnered with the Provost to launch campus initiatives, including the informatics initiative
    - Launched faculty fellows program in the Office of the VPR
    - Partnered with the Big Ten Academic Alliance on economic impact of research
        - UMETRICS is now IRIS, available to AAU and APLU institutions
    - Participated in national science and technology policy and global Internet governance
        - ICANN participation, federal advisory committees, and Congressional testimony
- Direct report to the President and member of the President's Cabinet

University Computational Science and Bioinformatics Chair, 2012-2018
Professor of Computer Science, Electrical and Computer Engineering, and Medicine, 2012-2018

Microsoft Corporation (2007-2012)

Corporate Vice President (corporate officer), Microsoft, 2009-2012
- Reported to the Head of Microsoft Research and later to the Chief Research and Strategy Officer, who reported to the CEO
- Led a research and advanced prototyping team on extreme computing
    - Developed key hardware and software technologies for Microsoft products
        - Microsoft's Azure cloud service
            - Novel cooling, low power architectures, ARM, FPGAs, and software frameworks
        - Windows security software
            - Cryptography, Trusted Platform Modules (TPMs), and software
- Coordinated industry and academic partnerships on parallel and advanced computing
- Led Microsoft's quantum computing efforts (Station Q)
- Led spectrum policy discussions in the U.S. and internationally (ITU and Europe)
    - Specific foci included digital broadband equity/access and TV White Spaces
- Built international research partnerships on cloud computing (US, EU, Japan)
    - https://www.nsf.gov/news/news_summ.jsp?cntn_id=116336
- Led Microsoft's global technology policy team
    - Engaged heads of state, government ministers, corporate leaders, and NGO leadership
    - Targeted strategic technical, legal and political issues
        - Digital privacy, transnational data flows, spectrum policy, broadband access,
        - Innovation and economic development, and international trade
    - Represented Microsoft at global events and summits
        - United Nations, World Economic Forum events, Asia-Pacific, B20, and others

Director, Scalable and Multicore Computing, Microsoft, 2007-2009

- Built and led research and prototyping team to address strategic business problems in cloud and parallel computing, reporting to the Head of Microsoft Research

University of North Carolina at Chapel Hill (2004-2007)

U.S. President's Information Technology Advisory Committee (PITAC) (2003-2005)
- Chaired computational science review

U.S. President's Council of Science and Technology Advisors (PCAST) (2006-2008)
- Chaired review of the Networking and Information Technology R&D (NITRD) program

Founding Director, Renaissance Computing Institute, 2004-2007
- Founded and built multidisciplinary institute that spanned UNC, Duke and NC State, targeting disaster response, post-genomic biology, arts and humanities
- Spearheaded statewide research, outreach and economic development activities
- Built organization to ~100 staff with ~$12M/year state appropriation and campus support, plus federal and private support

Vice-Chancellor for Information Technology, 2004-2007
- Merged administrative and academic IT organizations
  - Recruited new senior leadership and built two new facilities
- Launched campus strategic IT plan and administrative enterprise resource planning (ERP)
  - ERP process replaced 30 year old, antiquated IT system
- ~600 staff and $60M annual budget
- Direct report to the President and member of the President's Cabinet

Senior Advisor for Strategy and Innovation, 2007
- Chancellor's advisor on 21st century research university directions

University of Illinois at Urbana-Champaign (1996-2003)

Head, Department of Computer Science, 1996-2001
- ~2000 students, 40 faculty and 100 staff, top 5 ranked department in the U.S.
- Helped secure $30M donation (Thomas Siebel) for new building as part of a new, $100M IT quadrangle that also included a building for NCSA
- Negotiated departmental faculty growth to >60 positions
- Launched international distance education program with M.S. degrees

Director, National Computational Science Alliance, 2000-2003
- ~50 institution national partnership, funded by NSF as part of Partnerships for Advanced Cyberinfrastructure (PACI)

Director, National Center for Supercomputing Applications (NCSA), 2000-2003
- ~250 staff and $80M annual budget with direct state support
- Fortune 500 corporate partnerships for industrial competitiveness
- Strategic campus partnerships, working in collaboration with Chancellor, Provost and Deans

Co-PI and Chief Architect, NSF Extensible Terascale Facility TeraGrid, 2001-2003
- **$88M federal initiative** with corporate partners IBM, Intel and Qwest and academic partners University of California at San Diego, California Institute of Technology, and University of Chicago/Argonne National Laboratory
- Then the largest open scientific computing research infrastructure in the world

Other Positions
- Visiting Scholar, World Bank Indonesian Second University Development Project, 1990, Jakarta
- Visiting Scientist, IBM T. J. Watson Research Center, July 1990-December 1990

University of Utah Service

- President's Cabinet
- President's Enterprise Risk Management and Advisory Steering Committee
- University of Utah Research Foundation, Board Member
- Pioneer Theater, Board Member (*ex officio*)
- Utah Presents, Advisory Board
- Utah Asia Campus, Executive Committee
- Huntsman Mental Health Institute, Steering Committee Member
- Utah System of Higher Education (USHE) Innovation Taskforce

University of Iowa Service

- President's Cabinet
- Strategy Implementation Team (strategic planning)
- Iowa Innovation Council (state economic development)
- Iowa Business Council (major Iowa business leaders)
- State of Iowa STEM/Computer Science initiatives
- University of Iowa Belin-Blank Center, Advisory Board
- College of Education, Advisory Board (*ex officio*)
- University of Iowa Research Foundation, Vice-chair
- University of Iowa Research Park, Board Member
- Iowa City Area Development Group, Board of Directors

Microsoft Professional Service (Selected)

- TechAmerica Cloud Commission, Commercial Co-Chair, 2011
- Computing in the Core (now code.org), Executive Committee, 2011-2012
- U.S. Federal Communication Commission, Technical Advisory Council, 2011-2012
- National Archives and Records Administration, ACERA, 2005-2011
- National Academies, Board on Research Data and Information, 2009-2011
- National Academies, Board on Global Science and Technology, 2010-2014
    - Chair, Committee on Global Approaches to Advanced Computing
- Broad Institute, GenomeSpace, Scientific Advisory Board, 2008-2010
- B20 IT thrust, co-chair, 2011-2012

University of North Carolina Service

- Chancellor's Cabinet, 2004-2007
- IT Strategic Planning Committee, chair, 2005-2007
- MCNC Advisory Council, 2005-2007
- Southeastern Universities Research Association (SURA) High Performance Computing and Grids Planning Group, 2004-2007
- Bioinformatics Planning Committee, co-chair, 2004-2007
- NIH Roadmap Planning Committee, 2004-2007

University of Illinois Service

- President's Distinguished Speaker, 2000-2003
- Campus Advisory Committee, National Center for Supercomputing Applications, 1998-2000
- Campus Information Technology Planning Committee, 1999
- Executive Committee, Motorola Telecommunications Center, 1997-2003
- Executive Committee, DOE ASCI Center for Simulation of Advanced Rockets, 1997-2000
- Dean of Engineering's Five Year Review Committee, 1999
- College of Engineering Promotion and Tenure Committee, 1998-2000
- Committee on the Future of Information Technology, 2000

Professional Memberships

- Member, Association for Computing Machinery (ACM), 1978-present, Fellow, 2003-present
- Member, IEEE, 1980-present, Fellow, 2004-present
- Member, AAAS, 1986-present, Fellow, 2007-present
- International Federation for Information Processing, Working Group WG10.3, 1993-present

University and National Awards

- Honorary Doctorate, Dakota State University, 2017
- Distinguished Service Award, University of Illinois, 2014
- Distinguished Alumnus Award, Missouri University of Science and Technology, 2014
- Honorary Professional Degree, Missouri University of Science and Technology, 2010
- Distinguished Alumnus, School of Science, Purdue University, 2008
- Best Paper Award, Large-Scale System and Application Performance Workshop, 2009
- HPCWire, Community Recognition Award, 2007
- Best Technical Paper Award, *Supercomputing 2004*
- Chancellor's Eminent Professor, University of North Carolina at Chapel Hill, 2004-2007
- Edward William and Jane Marr Gutgsell Professor, University of Illinois, 2000-2003

- Xerox Senior Research Award, University of Illinois at Urbana-Champaign, 1991
- University Scholar, University of Illinois at Urbana-Champaign, 1989
- Beckman Associate, Center for Advanced Study, University of Illinois, 1989-1990
- University Scholar, University of Illinois at Urbana-Champaign, 1989
- National Science Foundation, Presidential Young Investigator Award, 1987-1992
- ACM SIGMETRICS Best Award Paper, 1987
- Presidential Young Investigator Award, 1986
- IBM Faculty Development Award, 1984-1985

Major Academic Research Collaborations

- National Pandemic Observatory, 2020- (planning team)
- NSF SAGE Software-Defined Sensor Network Cyberinfrastructure for Convergence Research, (Chief Architect), 2019-
- NSF Midwest Big Data Hub (steering committee), 2016-2018
- NSF BDEC2, high-performance computing and big data fusion, 2014-2020 (collaboration planning)
- LEAD and VGrADS Large NSF ITR Awards, 2003-2007
- National Center for Advanced Secure Systems Research (NCASSR), 2003
- NSF TeraGrid, Executive Committee and Chief Architect, 2001-2003
- DOE Lattice Gauge Theory Consortium, 2001-2007
- NSF National Computational Science Alliance, Executive Committee and Director, 1997-2003
- Los Alamos Computer Science Institute, Executive Committee, 1999-2006
- DOE ASCI/ASAP Center for Simulation of Advanced Rockets, Steering Committee, 1998-2000
- DOE ASCI/ASAP Center for Simulation of Dynamic Response of Materials, 1998-2002
- Parallel I/O Grand Challenge Group (Caltech), 1993-1998
- Scalable I/O Initiative, Executive Committee, 1995-1998
- NSF STC Center for Research in Parallel Computation, Affiliate, 1997-200

Recent Invited Lectures and Panels

I speak regularly to diverse audiences (corporate, government, academic and NGOs) on topics spanning research and scholarship, diversity and inclusion, innovation and creativity, and public policy. I also write frequently on education, policy, and technology topics, including my blog: www.hpcdan.org

Selected technical examples from outside Utah and the University of Utah include:

- "Reinventing High-Performance Computing," *International Advanced Research Workshop on High Performance Computing: State of the Art, Emerging Disruptive Innovations and Future Scenarios*, July 2022
- "Never Waste A Crisis," *Workshop on the National Strategic Computing Reserve*, April 2022
- "Data: Culture, Recognition, and Reward," AAU/APLU *Public Access to Research Data: The Role of Disciplinary Societies and Universities*, March 2022
- "The Intersection of Ethics and HPC," plenary panel, SC21, November 2021
- "Crossing Sectors and Building Career Pathways," *UIDPConnect,* October 2021
- "Are We Ready for Data Citation Metrics?" CHORUS Forum, October 2021
- "Sustainable Cyberinfrastructure: Go Fast Alone or Go Far Together," *NAS/NAE/NAM Workshop on Computing, Data, and Cyberinfrastructure for a Systems Approach to Studying the Earth*, 2021
- "Big Bata: Big Challenges, Big Opportunities," *Merrill Workshop*, 2019
- "Unlocking the Power of Edge Computing," *ASPLOS Workshop*, Keynote, 2019
- "HPC and the Digital Continuum," *Big Data and Extreme Computing Workshop*, Keynote, 2018
- "Scientific Computing at the Edge: Sensors, Learning, and Adaptation," KISTI, 2018
- "Convergence Lessons: Big Data and HPC," EU Post-H2020 Vision for HPC Workshop, June 2018
- "The Convergence of Academic and Research Collaboration," *Internet2 Keynote*, May 2018
- "Crossing the Intellectual Desert: Building and Sustaining Multidisciplinary Teams," *Cyberinfrastructure Workforce*, August 2017
- "Data Writ Large: Technology, Culture and Collision*," International Association for Social Science Information Services and Technology***,** May 2017
- "The Future of Computing," Missouri University of Science and Technology, October 2016
- "Big Data Meets HPC," *Korean Supercomputing Conference*, October 2015
- "The Future of Computing Mediated Research and Innovation," *NSF CISE Distinguished Lecture*, March 2015
- "Extreme Scale Lessons," *SIA/NSF/SRC Workshop on Rebooting the IT Revolution*, March 2015
- Addressing Computing Diversity: It's Long Past Time to Get Real," *Richard Tapia Celebration of Diversity in Computing*, February 2015
- "Big Data Meets HPC," *Big Data and Extreme Scale Computing (BDEC),* Barcelona, Spain, January 2015
- "Big Data and Big Compute: Getting Better Acquainted," *International Workshop on Data-Intensive Scalable Computing Systems*, (keynote) November 2014
- "Beowulf Clusters: From Research Curiosity to Exascale," *20 Years of Beowulf*, October 2014
- "Technical Computing: Past, Present and Future," *University of Central Florida*, (invited lecture) February 2014
- "Data Centers, Cloud and PC Optimization," Building Energy Efficient HPC: 4th Annual Energy *Efficient HPC WG Workshop*, November 2013
- ***"***Clusters, Grids and Clouds: A Look from Both Sides," *13th IEEE/ACM International Symposium on Cluster, Cloud and Grid Computing*, (invited keynote) Delft, Netherlands, May 2013
- "Clouds from Both Sides Now," *DataCloud 2012*, (invited keynote) November 2012
- "Cloud Computing: Economic and Regulatory Implications", invited panel, *University of Pennsylvania Law School,* Philadelphia, February 2012
- "Technology Future Shock: Society, Policy and Innovation in the Digital World," *University of California at Berkeley,* invited lecture, March 2012
- "Data: A Common Challenge," *International Conference on Research Infrastructure*, Copenhagen, (plenary panel discussion), March 2012
- "Future Shock Now," *Digital Broadcast World*, (opening keynote), Rome, March 2012
- "EU 2050: Europe's Tech Revolution," debate with the Professor Anne Glover, Chief Science Advisor to the European Union President, Brussels, March 2012
- "Technology Policy Roundtable – Shaping Our Future," *Chinese Academy of Science*, (invited lecture), Beijing, April 2012

- "Technology Future Shock: Society, Policy and Innovation in the Digital World," *Global Internet Economy (GIE) Symposium*, (invited lecture), Keio University, Tokyo, April 2012
- "Enabling Global Innovation," *United Nations Commission on Science and Technology for Development*, (plenary panel), Geneva, May 2012
- "Technical Computing: The Challenge of Scale," *Institute for Information Science, Academia Sinica*, Distinguished Lecture, May 2012
- "HPC 2.0: The Challenge of Scale," Distinguished Lecture, Institute for Data and High-Performance Computing, *Georgia Institute of Technology*, May 2012
- *"*Clouds and ManyCore: The Revolution," *High Performance Distributed Computing (HPDC),* June 2008 *(keynote)*
- "Biomedical informatics: Vision and Challenges," *Health Grid,* June 2008 (keynote)
- "International Science: Realizing the Potential of Grids and High-End Computing," *Grid Asia,* June 2007 *(keynote)*
- *"*Performance and Reliability: The Ubiquitous Challenge," *Sigmetrics 2006,* June 2006, *(keynote)*
- "The Challenge of Complexity and Scale, *"MASCOTS 2006, keynote*
- "The Challenge of Complexity and Scale," *Symposium on High-Performance Distributed Computing, 2005 (keynote)*
- "Informatics: Defining the Research Agenda," Indiana University, *2004 (keynote)*
- "Computing - An Intellectual Lever for Multidisciplinary Discovery," *Supercomputing 2004, State of the Field (keynote)*
- *Seventh Workshop on Distributed Supercomputing, 2003 (keynote)*
- "Clusters: Challenges and Opportunities," *Communication Architecture for Clusters, 2003 (keynote)*
- "High-Performance Computing in the 21st Century," *University of Texas at Austin, 2003 (distinguished lecture)*
- "Scaling Up and Scaling Down," *Linux Cluster Institute, 2002 (keynote)*
- *"Clusters and Grids: Transforming Science, Business, and Society," Commercial High-Performance Computing Conference,* March 2002 *(plenary)*
- "Terascale Clusters and Data Grids: A Look at the Future," *3rd IEEE Conference on Cluster Computing, 2001 (plenary)*
- *Seventh International Conference of High Performance Computing (HiPC), 2000 (keynote)*
- *IFIP World Computer Congress, 2000 (keynote)*
- *Linux Supercomputer Users Conference, 2000 (keynote)*
- *7th International Conference of High Performance Computing, 2000 (keynote)*
- "Performance: Myth, Hype, and Reality," *"Supercomputing (SC'99), 1999 (state of the field keynote)*
- "Performance Analysis of Parallel Systems: Approaches and Open Problems," *Japan Society on Parallel Processing*, 1998 (*keynote*)
- *Eighth SIAM Conference on Parallel Processing for Scientific Computing*, 1997 (*keynote*)
- *IEEE International Computer Performance and Dependability Symposium*, 1996 (*keynote*)
- *International Symposium on Modeling, Analysis and Simulation of Computer and Telecommunication Systems,* 1996 (keynote)
- *Seventh International Conference on Modeling Techniques and Tools for Computer Performance Evaluation*, 1994 (*keynote*)

Recent Public and Professional Service

Current

- National Academies Committee on Post-Exascale Computing for the National Nuclear Security Administration, 2021-
- National Center for Supercomputing Applications (NCSA), External Advisory Committee, 2021-
- Engineering Research Visioning Alliance (ERVA), Advisory Board, 2021-
- Missouri University of Science and Technology, College of Engineering and Computing, Strategic Advisory Council, 2020-

- International Conference on Parallel Processing (ICPP), Fifth Anniversary Celebration Committee, 2021
- **National Science Board (Presidential Appointment), 2019-2024**
- AAAS Section T (informatics) Chair (elected), 2018-2021, Council, 2021-
- Department of Energy Advanced Scientific Computing Advisory Committee, Chair, 2016-
- Argonne National Laboratory, Scientific Advisory Committee, 2019-
- National Academies Technical Advisory Board, Army Research Laboratory, 2017-
- Department of Energy, National Renewable Energy Laboratory, Technical Review Panel, 2018-
- U.S. Council on Competitiveness, 2013-
    - Technology Strategy and Leadership Roundtable, Member
    - Advanced Computing Roundtable, Member
- International Federation of Information Processing (IFIP) Conference on Network and Parallel Programming, Steering Committee, 2017-present
- ACM/IEEE Ken Kennedy Award Committee, Chair (2020), Member (2021)
- Center for Minorities and People with Disabilities in Information Technology (CMD-IT), Board of Advisors, 2011-present

Past

- Department of Energy Defense Programs Advisory Committee, *ad hoc* computing review (chair, 2019)
- Institute for Research and Innovation and Science (IRIS), Board of Directors, 2017-2020
- Department of Energy Basic Research Needs (BRN) microelectronics study, co-chair, 2018-2019
- National Center for Optical Astronomy Management Oversight Council. 2018-2020
- IEEE Von Neumann Medal selection committee (member), 2017-2019
- NSF Midwest Big Data Hub Steering Committee, Chair, 2016-2018
- University of Chicago Array of Things Project, Scientific Advisory Committee, chair, 2015-2019
- Indiana University CREST Advisory Board, Chair, 2017
- Coalition for Academic Scientific Computation, External Advisory Committee, 2017
- AAU-APLU Taskforce on Data Preservation, 2017-2018
- Multidisciplinary Assessment Committee, Canada Foundation for Innovation, 2017
- IDC Technical Computing Online Advisory Panel, 2017
- Large Synoptic Survey Telescope (LSST) review team, 2016-2017
- Department of Energy Exascale Computing Program review team, 2016
- National Academies, Committee on Future Directions for NSF Advanced Computing Infrastructure to Support US Science in 2017-2020, 2014-2016
- Midfin Systems (IT startup led by members of my former Microsoft team), Advisory Board, 2014-2018
- Council on Research Policy and Graduate Education, Executive Committee, APLU, 2014-2017
- National Academies, Panel on Review of the Information Technology Laboratory at the National Institute of Standards and Technology, 2015
- Department of Energy, Secretary of Energy Advisory Committee HPC Taskforce, 2013-2014
- SC14, Emerging Technologies Committee, 2013-2014
- ICANN Generic Names Supporting Organization (GNSO) Council, 2013-2015
- SC13, Awards Chair, 2012-2013
- Texas Advanced Computing Center, Strategic Advisory Board, 2013-2017
- Department of Energy Systems Biology Knowledgebase (KBase) project, Scientific Advisory Committee, 2013-2015
- Department of Energy Exascale Computing Program, advisor, 2012-2013
- NIH Biomedical Computing Research Centers Advisory Committee, 2012-2014
- B20 ICT Innovation Working Group, co-chair, 2012
- International Telecommunications Union, CTO Council, 2010-2012
- IEEE Seymour Cray and Sidney Fernbach Awards Committee, Chair, 2009-2012
- TechAmerica Cloud Commission, Commercial Co-Chair (with NIST Director), 2011

- Computing in the Core, Executive Committee, 2011-2012
- Sandia National Laboratory Extreme-Scale Computing Grand Challenge External Advisory Board, 2011-2014
- U.S. Federal Communication Commission, Technical Advisory Group, 2011-2012
- National Archives and Records Administration, ACERA, 2005-2011
- National Academies, Board on Research Data and Information, 2009-2011
- National Academies, Board on Global Science and Technology, 2010-2014
    - Chair, Committee on Global Approaches to Advanced Computing
- Broad Institute, GenomeSpace, Scientific Advisory Board, 2008-2010
- NERSC (National Energy Research Scientific Computing Center) Policy Board of the Lawrence Berkeley National Laboratory, 2001-present, Chair, 2003-2010
- Los Alamos National Laboratory, Strategic Computing Review Committee, Chair, 2008-2012

- ***U.S. President's Council of Science and Technology Advisors (PCAST), 2006-2008***
    - ***Co-chair, committee on networking and IT research and development***
- ***U.S. President's Information Technology Advisory Committee (PITAC), 2003-2005***
    - ***Chair, IT and Computational Science Subcommittee, report available at www.nitrd.gov/pitac/reports***

- National Center for Computational Sciences, Oak Ridge National Laboratory, Advisory Committee, 2006-2007
- Defense Science Board, NNSA Strategic Computing Plan Task Force, 2008
- DARPA Exascale Software Study, 2008
- NSF Alan T Waterman Award Selection Committee, 2004-2006
- DOE Tri-laboratory Nuclear Stockpile Stewardship Review, 2004-2007
- Biomedical Informatics Expert Panel, National Institute of Health's National Center for Research Resources, 2004-2007
- Army Research Laboratory Review Panel for Digitization and Communications Science, 2005-2007
- International Conference on Cluster Computing, Advisory Committee 2003-2010
- Illinois VentureTECH Advisory Committee, appointed by Illinois Governor Ryan, 2000-2003
- Georgia Institute of Technology, College of Computing Advisory Board, 2000-2008
- Steering Committee, SC'XY Conference on High-Performance Computing, 2000-2003, 2007-2011
- Argonne/University of Chicago Computation Institute External Advisory Council, 2000-2005
- Co-chair, Grid Physics Network (GriPhyN) Steering Committee, 2001-2003
- Advisory Committee, NSF Computer and Information Science and Engineering (CISE) Directorate, 1997-2000
    - Chair, High-Performance Computing Advisory Subcommittee, 1998-2000

- Electorate Nomination Committee of the Section on Information, Computing, and Communication, AAAS, 2001-2004
- Member-at-Large, Section on Information, Computing, and Communication, AAAS, 2002-2006
- Steering Committee, Linux Cluster Institute, 2002-2003
- Organizing Committee, Department of Homeland Security, Advanced Scientific Computing Requirements Workshop, 2003

- Board of Directors, Computing Research Association (CRA), 1998-2009
    - Chair, 2005-2009, Awards Committee (chair), 1998-1999, Government Affairs Committee 1999-present, (chair) 1999-2001, AAAS Society Representative, 2001-present

- Joint US/Russian Information Technology Exchange, Moscow, September 1999
- Chair, NSF Review Committee, National Center for Atmospheric Research (NCAR), 1999

- Academic Review Committees
  - Department of Computer Science, University of Arizona, 2007 (chair)
  - Department of Computer Science, University of Maryland, 2003
  - College of Computing, Georgia Institute of Technology, 2002
  - Department of Computer Science and Engineering, University of California at San Diego, 1999 (Chair)
  - Department of Computer Science, Virginia Polytechnic Institute and State University, 1998

- Steering Committee, Illinois Information Technology Workforce Conference, 1998
- Executive Committee, NSF National Computational Science Alliance, 1996-2003
- Organizing Committee, Department of Energy Data and Visualization Corridor Planning Meetings, 1998-1999
- Secretary/Treasurer, ACM SIGMETRICS Special Interest Group on Performance Measurement and Modeling, 1993-1995

U.S. Congressional Testimony

- U.S. House of Representatives Science and Technology Committee and Subcommittees
  - July 2003, May 2004, July 2008, September 2011, May 2013
- U.S. Senate Energy Resources Subcommittee, June 2004
- U.S. Senate Commerce Committee, April 2008

Research Conference Program Committees

All major conferences in high-performance computing (typically 3-5 each year until my move to Microsoft). Selected samples shown. I now serve on selected committees that I consider of importance, prioritizing the responsibilities of my current position.

- International Conference on Parallel Computing, 50th Anniversary Committee, 2021
- Cloud Computing 2020, Program Committee, 2020
- SC19, Early Career Program, Committee Member, 2019
- The Ninth International Conference on Cloud Computing, GRIDs, and Virtualization, Program Committee, 2018-2021
- IEEE International Conference on Cloud Computing, General Co-chair, 2018
- 6th IEEE International Conference on Cloud Computing Technology and Science, Program Committee, 2014, 2015
- SC14, Emerging Technologies, 2014
- EduPar-12: Second NSF/TCPP Workshop on Parallel and Distributed Computing Education, 2012
- International Workshop on Data Intensive Computing in the Cloud, Steering Committee, 2011
- High-Performance Infrastructure for Scalable Tools, Program Committee, 2011, 2012
- Network and Parallel Computing Conference Steering Committee, 2010-present
- Cluster 'XY, Steering and Advisory Committees, 2007-present
- General Chair, ACM SIGPLAN Symposium on Principles & Practice of Parallel Programming, 2009
- SC06, Technical papers, co-chair, SC06
- Computing System Applications, 2004, 2005
- Steering Committee and Program Co-chair, IFIP International Conference on Network and Parallel Computing, 2005
- Program Committee, International Workshop on Software Engineering for High Performance Computing System Applications, 2004, 2005
- Vice-chair, Software Tools, International Conference on Parallel Processing, 2005
- Program Committee, Second European Across Grids Conference, 2004
- 17th International Conference on Parallel and Distributed Computing, 2004
- International Workshop on Software Engineering for High Performance Computing System Applications, 2004

- Vice-chair, Software, International Parallel and Distributed Processing Symposium (IPDPS), 2004
- Program Committee, IFIP International Conference on Network and Parallel Computing (NPC 2004)
- Program Committee, The European Grid Conference EGC2005, 2004
- General chair, Clusters 2002
- Program committee, Performance 2002
- Program committee, HPDC-11: The International Symposium on Grid Computing, 2002
- Program committee, Second and Third Workshops on Advanced Collaborative Environments, 2002-2003
- Technical program chair, SC02, 2000-2002
- IEEE International Symposium on Cluster Computing and the Grid, 2001
- Program committee, Commercial Applications for High-Performance Computing, 2001

Editorial Boards

- *Parallel Computing,* North American Editor, 2003-2005; Editor-in-chief, 2005-2009
- *International Journal of High-Speed Computing*, 1989-1997
- *Concurrency Practice and Experience*, 1989-present
- *IEEE Transactions on Software Engineering*, 1989-1991
- *IEEE Transactions on Parallel and Distributed Systems*, 1991-1996

Thesis Supervision

Supervised completion of 20 M.S. theses and 19 Ph.D. dissertations. The Renaissance Computing Institute (RENCI) included graduate students from Duke, North Carolina State, and UNC Chapel Hill.

Ph.D Students (Initial Positions)

- Alex Y.-W. Kwok, 1987 (SUN Microsystems)
- Chong-Kwon Kim, 1987 (Seoul National University)
- Alexander J. Spry, 1988 (Loral)
- Wittaya Watcharawittayakul, 1988 (Thailand)
- Dirk C. Grunwald, 1989 (University of Colorado)
- Allen D. Malony, 1990 (University of Oregon)
- Bobby A. A. Nazief, 1991 (University of Indonesia)
- David W. Jensen, 1993 (Pacific Sierra Research)
- Brian K. Totty, 1994 (Inktomi)
- Tara M. Madhyastha, 1997 (UC-Santa Cruz)
- Celso L. Mendes, 1997 (INPE/DPI, Brazil)
- Christopher L. Elford, 1998 (Intel)
- Thomas Kwan, 1998 (McKinsey and Associates)
- Huseyin Simitci, 2000 (Seagate)
- Nancy Tran, 2001 (NCSA)
- Mario Medina, May 2007 (Chile)
- Charng-da Lu, July 2005 (Wall Street)
- Emma Buneci, April 2008 (Amazon)
- Todd Gamblin, June 2009 (Lawrence Livermore National Laboratory)

Post-doctoral Associates (Initial Positions)

- Jhy-chun Wang, January 1994-January 1995 (IBM)
- Phyllis Crandall, August 1994-August 1995 (Los Alamos National Laboratory)
- Evgenia Esmirni, August 1995-July 199 (College of William and Mary)
- Luis DeRose, May 1996-May 1999 (IBM T. J. Watson Research Center)
- Randy Ribler, May 1996-May 1998 (Lynchburg College)
- Jeffrey S. Vetter, January 1998-May 1999 (Lawrence Livermore National Laboratory)
- Mario Pantano, April 1998-March 1999 (Anderson Consulting (Italy))
- Celso Mendes, January 2000-2003 (NCSA, Illinois)

Teaching Awards (University of Illinois)
Fall 1985, Fall 1992, Fall 1993, Spring 1994, Fall 1994, Spring 1995 (last taught, Spring 1996)
Did not teach at the University of North Carolina due to leadership roles
Last taught Fall 2013 at University of Iowa

Patents and Patent Applications

1. D. A. Reed, S. Sinha, M. E. Fathalla, C. J. Williams, B. L. Hays, "Scalable and Flexible Control System Having Symmetrical Control Units," March 19, 2010
2. A. A. Hasan, B. R. Anders and D. A. Reed, "Cellular Service with Improved Service Availability," March 26, 2010
3. A. A. Hasan, D. A. Reed, P. W. Garnett, B. R. Anders, "White Spaces Utilization," June 18, 2012
4. C. L. Belady, J. R. Larus, D. A. Reed, C. H. Borgs, J. T. Chayes, I. Lobel, I. Menache, H. Nazerzadeh, N. Jain "Data Center System that Accommodates Episodic Computation," October 28, 2010
5. J. Aasheim, D. Fortier, M. Hall, A. Johar, D. Reed, "Power and Local Management Based on Contextual Information," June 17, 2011
6. A. A. Hassan, D. A. Reed, M. K. Desai, B. R. Anders, Jr, "Direct Connection with Side Channel Control," December 14, 2010
7. A. Hassan, B. R. Anders, D. A. Reed, P. W. Garnett, "Location Determination for White Space Utilization," December 8, 2011
8. A. Hassan, D. A. Reed, T. J. Griffin, "Cognitive Use of Multiple Regulatory Domains," December 9, 2010
9. A. A. Hassan, D. A. Reed, P. W. Garnett, B. R. Anders, Frequency Hopping For Dynamic Spectrum Access, May 14, 2012
10. A. A. Hassan, D. A. Reed, P. W. Garnett, "Control Coding for Noncontiguous Channel Aggregation," June 19, 2012
11. A. A. Hassan, B. R. Anders, Jr., D. A. Reed, P. W. Garnett, "Location Determination for White Spaces Utilization," June 8, 2011
12. S. Batchiche, J. R. Cheatham, III, P. H. Dietz, M. G. Dyor, P. A. Eckhoff, A. Gupta, K. P. Hinckley, R. A. Hyde, M. Y. Ishikawa, J. T. Kare, C. J. Mundie, N. P. Myhrvold, A. G. Nowatzyk, R. C. Petroski, D. Reed, C. T. Tegreene, C. Whitmer, L. L. Wood, Jr., V. Y.H. Wood, "Multimode Stylus," March 14, 2013
13. S. Bathiche, J. R. Cheatham, III, P. H. Dietz, M. G. Dyor, P. A. Eckhoff, A. Gupta, JR., K. P. Hinckley, III, R. A. Hyde, M. Y. Ishikawa, J. T. Kare, C. J. Mundie, N. P. Myhrvold, A. G. Nowatzyk, R. C. Petroski, D. A. Reed, C.T. Tegreene, C. Whitmer, V. Y.H. Wood, L. L. Wood, JR, "Systems and Methods for Parallax Computation," March 15, 2013
14. M. Davis, M. Dyor, W. Gates, X. Huang, R. Hyde, E. Jung, J. Kare, R. Levien, R. Lord, R. Lord, Q. Lu, M. Malamud, N. Myhrvold, S. Nadella, D. Reed, H. Shum, C. Tegreene and L. Wood, Computational Systems and Methods for Preparing Data for Double-Encryption and Anonymous Storage, March 14, 2013
15. M. Davis, M. Dyor, W. Gates, X. Huang, R. Hyde, E. Jung, J. Kare, R. Levien, R. Lord, R. Lord, Q. Lu, M. Malamud, N. Myhrvold, S. Nadella, D. Reed, H. Shum, C. Tegreene and L. Wood, Computational Systems and Methods for Preparing Data for Anonymized Storage of Double-Encrypted Data, March 14, 2013
16. M. E. Davis, M. G. Dyor, W. Gates, X. Huang, R. A. Hyde, E. K.Y. Jung, J. T. Kare, R. A. Levien, Q. Lu, M. A. Malamud, N. P. Myhrvold, S. Nadella, D. Reed, H. Shum, C. T. Tegreene, L. L. Wood, JR., "Context Sensitive Query Enrichment," October 31, 2011
17. M. E. Davis, M. G. Dyor, W. Gates, X. Huang, R. A. Hyde, E. K. Y. Jung, J.T. Kare, R. A. Levien, R.T. Lord, R. W. Lord, Q. Lu, M. A. Malamud, N. P. Myhrvold, S. Nadella, D. Reed, H. Shum, C. T. Tegreene, L. L. Wood, JR., Computational Systems and Methods for Regulating Information Flow During Interactions," December 29, 2011
18. M. E. Davis, M. G. Dyor, W. Gates, X. Huang, R. A. Hyde, E. K.Y. Jung, J. T. Kare, R. A. Levien, R. T. Lord, R. W. Lord, Q. Lu, M. A. Malamud, N. P. Myhrvold, S. Nadella, D. Reed, H. Shum, C. T. Tegreene, L. L. Wood, JR., "Computational Systems and Methods for Identifying a Communications Partner," December 27, 2011

19. M. E. Davis, M. G. Dyor, W. Gates, X. Huang, R. A. Hyde, E. K.Y. Jung, R. A. Levien, R. T. Lord, R. W. Lord, Q. Lu, M. A. Malamud, N. P. Myhrvold, S. Nadella, D. Reed, H. Shum, C. T. Tegreene, L. L. Wood, JR., "Computational Systems and Methods for Linking Users of Devices," September 9, 2011
20. M. E. Davis, M. G. Dyor, W. Gates, X. Huang, R. A. Hyde, E. K.Y. Jung, R. A. Levien, R. T. Lord, R. W. Lord, Q. Lu, M. A. Malamud, N. P. Myhrvold, S. Nadella, D. Reed, H. Shum, C. T. Tegreene, L. L. Wood, JR., "Computational Systems and Methods for Disambiguating Search Terms Corresponding to Network Members," September 30, 2011
21. M. E. Davis, M. G. Dyor, W. Gates, X. Huang, R. A. Hyde, E. K.Y. Jung, R. A. Levien, R. T. Lord, R. W. Lord, Q. Lu, M. A. Malamud, N. P. Myhrvold, S. Nadella, D. Reed, H. Shum, C. T. Tegreene, L. L. Wood, JR., "Computational Systems and Methods for Verifying Personal Information During Transactions," December 30, 2011

Research Studies

1. A. Blatecky, D. Brunson, T. Cheatham, J. Gershenfeld, A. Hedberg, J., Bottom, and D. Reed, *National Cyberinfrastructure Coordination Service Conference: Rethinking NSF's Computational Ecosystem for 21st Century Science and Engineering*. National Science Foundation, 2019

2. C. Murray, S. Guha, D. Reed, "Basic Research Needs for Microelectronics". United States. https://doi.org/10.2172/1545772. https://www.osti.gov/servlets/purl/1545772, 2018

3. D. A. Reed and G. Scalise, *Leadership Under Challenge: Information Technology R and D in a Competitive World*, President's Council of Advisors on Science and Technology (PCAST), 2007

4. D. A. Reed, R. Bajcsy, M. A. Fernandez, J-M. Griffiths, R. D., Mott, *Computational Science: Ensuring America's Competitive Challenge*, President's Information Technology Advisory Committee (PITAC), 2004

Research Publications

Books Authored

1. D. A. Reed and R. M. Fujimoto, Multicomputer Networks: Message-Based Parallel Processing, MIT Press, November 1987, 380 pages.

Books Edited

2. Sixth SIAM Conference on Parallel Processing for Scientific Computing, Richard F. Sincovec, D. E. Keyes, M. R. Leuze, L. R. Petzold, and D. A. Reed (eds.), *SIAM*, Philadelphia, PA, 1993.
3. Debugging and Performance Tuning for Parallel Computing Systems, *IEEE Computer Society Press*, M. L. Simmons, A. H. Hayes, D. A. Reed, and J. Brown (eds.), Los Alamitos, CA, 1996.
4. Scalable Input/Output: Achieving System Balance, *MIT Press*, D. A. Reed (ed.), Cambridge, MA, 2003

Book Chapters

5. D. A. Reed, ``A Simulation Study of Multimicrocomputer Networks," in Advanced Computer Architecture: Tutorial, Dharma P. Agrawal (ed.), *IEEE Computer Society Press*, 1986.
6. D. C. Grunwald and D. A. Reed, ``Benchmarking Hypercube Hardware and Software," in Hypercube Multiprocessors 1987, *Society for Industrial and Applied Mathematics*, Michael T. Heath (ed.), Knoxville, TN, September 1987, pp. 169-177.
7. D. A. Reed and A. D. Malony, ``Visualizing Parallel Computer System Performance," in Instrumentation for Future Parallel Systems, Margaret Simmons, Rebecca Koskela, and Ingrid Bucher (eds). *Addison-Wesley*, 1989, pages 59-90.

8. D. A. Reed, "Instrumenting Distributed Memory Parallel Systems: A Report," in Instrumentation for Future Parallel Computing Systems, Margaret Simmons, Rebecca Koskela, and Ingrid Bucher (eds), *Addison-Wesley*, 1989, pages 239-250.

9. A. D. Malony, D. A. Reed, and D. C. Rudolph, "Integrating Performance Data Collection, Analysis, and Visualization," in Parallel Computer Systems: Performance Instrumentation and Visualization, Margaret Simmons, Rebecca Koskela, and Ingrid Bucher (eds), *Addison-Wesley*, 1990, pages 73-97.

10. D. A. Reed, "Performance Instrumentation Techniques for Parallel Systems," in Models and Techniques for Performance Evaluation of Computer and Communications Systems, L. Donatiello and R. Nelson (eds*), Springer-Verlag Lecture Notes in Computer Science*, 1993, pp. 463-490.

11. T. M. Madhyastha and D. A. Reed, "A Framework for Auditory Display Design". in Audification: Proceedings of the International Conference on Auditory Display, Gregory Kramer (ed.), *Addison-Wesley*, Vol. XVIII, Santa Fe Institute, Studies in the Sciences of Complexity, November, 1994, pp. 267-289.

12. V. S. Adve, J. Mellor-Crummey, M. Anderson, K. Kennedy, J-C. Wang, and D. A. Reed, "Integrating Compilation and Performance Analysis for Data-Parallel Programs," in Debugging and Performance Tuning for Parallel Computing Systems, M. L. Simmons, A. H. Hayes, Daniel A. Reed, and Jeffrey Brown (eds.), *IEEE Computer Society Press*, 1996, pp. 25-51.

13. D. A. Reed and R. L. Ribler, "Performance Analysis and Visualization," in Computational Grids: State of the Art and Future Directions in High-Performance Distributed Computing, I. Foster and C. Kesselman (eds.), *Morgan-Kaufman Publishers, Inc*., San Francisco, CA, 1999, pp. 367-393.

14. D. A. Reed and R. A. Aydt, "Performance Analysis and Measurement," in High-Performance Computing, K. Kennedy (ed.), Morgan-Kaufman, 2002.

15. K. Kennedy, J. Dongarra, G. Fox, D. Reed, and A. White, "Parallel Programming Considerations," in High-Performance Computing, K. Kennedy (ed), Morgan-Kaufman, 2002.

16. D. A. Reed and H. Simitci, "Petascale Storage Systems," in Topics in Ultrascale Computing, T. Sterling (ed.), MIT Press,

17. J. V. Huber, Jr., C. L. Elford, D. A. Reed, A. A. Chien, D. S. Blumenthal, "PPFS: A High Performance Portable Parallel File System," High Performance Mass Storage and Parallel I/O: Technologies and Applications, IEEE and Wiley Press, H. Jin, T. Cortes, and R. Buyya (eds), 2001, *reprint of reference 86.*

18. E. Smirni, R. A. Aydt, A. A. Chien, and D. A. Reed, "I/O Requirements of Scientific Applications: An Evolutionary View," High Performance Mass Storage and Parallel I/O: Technologies and Applications, IEEE and Wiley Press, H. Jin, T. Cortes, and R. Buyya (eds), 2001, *reprint of reference 95.*

19. J. Dongarra, I. Foster, G. Fox, W. Gropp, Reed and K. W. Kennedy "Parallel Programming Considerations," *Sourcebook for Parallel Computing*, pp. 42-68, 2002.

20. P. E. Crandall, R. A. Aydt, A. A. Chien, and D. A. Reed, "I/O Characterization and Analysis," Scalable I/O: Achieving System Balance, MIT Press, D. A. Reed (ed), 2003. reprint of reference 92.

21. C. E. Mendes, C.-L. Lu and D. A. Reed, "Intelligent Application Tuning," The Grid: Blueprint for a New Computing Architecture, Morgan-Kaufman, 2004

22. R. J. Fowler, T. Gamblin, G. Kandaswamy, A. Mandal, A. K. Porterfield, L. Ramakrishnan and D. A. Reed, "Challenges of Scale: When All Computing Becomes Grid Computing," in Lucio Grandinetti, Eds., High Performance Computing and Grids in Action, Chapter, IOS Press, Amsterdam, 2008.

23. P. Beckman, J. Dongarra, N. Ferrier, G. Fox, T. Moore, D. Reed, and M. Beck, “Harnessing the Computing Continuum for Programming Our World*,” Fog Computing: Theory and Practice, Wiley Series on Parallel and Distributed Computing,* A. Y. Zomaya, A. Abas, and S. U. Kahn, 2020 (to appear), ISBN 9781119551690

Journal Articles

24. D. A. Reed and H. D. Schwetman, “Cost-Performance Bounds for Multimicrocomputer Networks,” *IEEE Transactions on Computers*, C-32(1), January 1983, (derived from Ph.D. thesis) pp. 83-95.
25. D. A. Reed, "The Performance of Multimicrocomputer Networks Supporting Dynamic Workloads," *IEEE Transactions on Computers*, C-33(11), November 1984, (derived from Ph.D. thesis), pp. 1045-1048.
26. D. A. Reed and M. L. Patrick, “Parallel, Iterative Solution of Sparse Linear Systems: Models and Architectures,” *Parallel Computing*, 2, 1985 pp. 45-67
27. D. A. Reed and M. L. Patrick, “Iterative Solution of Large, Sparse, Linear Systems on a Static Data Flow Architecture: Performance Studies,” *IEEE Transactions on Computers*, C-34(10), October 1985, pp. 874-880.
28. M. L. Patrick, D. A. Reed and R. G. Voigt, "The Impact of Domain Partitioning on the Performance of a Shared Memory Multiprocessor,” Parallel *Computing*, (5), 1987, pp. 211-218.
29. D. A. Reed, L. M. Adams and M. L. Patrick, “Stencils and Problem Partitionings: Their Influence on the Performance of Multiple Processor Systems,” *IEEE Transactions on Computers*, C-36(7), July 1987, pp. 845-858.
30. D. A. Reed and D. C. Grunwald, “The Performance of Multicomputer Interconnection Networks,” *IEEE Computer*, 20(6), June 1987, pp. 63-73.
31. D. A. Reed, A. D. Malony and B. D. McCredie, “Parallel Discrete Event Simulation Using Shared Memory,” *IEEE Transactions on Software Engineering*, TSE-14(4), April 1988.(unabridged version of SIGMETRICS paper listed above), pp. 541-553.
32. J. Purtilo, D. A. Reed, and D. C. Grunwald, “Environments for Prototyping Parallel Algorithms,” *Journal of Parallel and Distributed Computing*, (5), 1988, pp. 421-437.
33. D. A. Reed and D. C. Rudolph, “Experiences with Hypercube Operating System Instrumentation,” *International Journal of High-Speed Computing*, 1(4), December 1989, World Scientific Publishing, pp. 517-542.
34. A. D. Malony, J. L. Larson, and D. A. Reed, “Tracing Application Program Execution on the Cray X-MP and Cray 2,” *Journal of Supercomputing*, (5), 1991, pp. 137-162.
35. A. D. Malony, D. A. Reed, and H. Wijshoff, “Performance Measurement Intrusion and Perturbation Analysis,” *IEEE Transactions on Parallel and Distributed Computing*, 3(4), July 1992, pp. 433-450.
36. D. W. Jensen and D. A. Reed, “A Performance Analysis Exemplar: Parallel Ray Tracing,” *Concurrency Practice and Experience*, 4(2), April 1992, pp. 119-141.
37. T. M. Madhyastha and D. A. Reed. “Data Sonification: Do You See What I Hear?” *IEEE Software,* Vol. 12, No. 2, March 1995, pp. 45-56.
38. D. R. Kohr, X. Zhang, M. Rahman, and D. A. Reed, “The Performance of an Object-Oriented, Parallel Operating Systems,” *Scientific Programming*, Vol. 3, 1994, John Wiley & Sons, Inc., pp. 301-324.
39. D. Reed, C. Catlett, A. Choudhary, D. Kotz, “Parallel I/O: Getting Ready for Prime Time,” *IEEE Parallel and Distributed Technology*, summer 1995.

40. D. A. Reed, K. A. Shields, W. H. Scullin, L. F. Tavera, and C. L. Elford, "Virtual Reality and Parallel Systems Performance Analysis," *IEEE Computer*, Vol. 28, No. 11, November 1995, pp. 57-67.

41. T. T. Kwan, R. E. McGrath, and D. A. Reed, "NSCA's World Wide Web Server: Design and Performance," *IEEE Computer*, Vol. 28, No. 11, November 1995, pp. 68-74.

42. V. E. Taylor, M. Huang, T. Canfield, R. Stevens, D. Reed, and S. Lamm, "Performance Modeling of Interactive, Immersive Virtual Environments for Finite Element Simulations," *International Journal of Supercomputer Applications and High Performance Computing, Special Issue: I-WAY: Wide Area Supercomputer Applications*, Vol. 10, No. 2/3, Summer/Fall 1996, pp. 145-156.

43. S. E. Lamm, Daniel A. Reed and Will H. Scullin, "Real-time Geographic Visualization of World Wide Web Traffic," *World Wide Web Journal, The Web After Five Years*" O'Reilly & Associates, Roger Hurwitz (ed.), summer 1996.

44. O. Y. Nickolayev, R. C. Roth, and D. A. Reed, "Real-time Statistical Clustering for Event Trace Reduction," *International Journal of Supercomputer Applications and High Performance Computing*, Vol. II, No. 2, Summer 1997. Jack Dongarra and Bernard Tourancheau (eds), Special Issue, *Proceedings of the Third Workshop on Environments and Tools for Parallel Scientific Computing*, pp. 144-159.

45. C. L. Elford and D. A. Reed, "Technology Trends and Disk Array Performance," *Journal of Parallel and Distributed Computing*, Vol. 46, 1997, pp. 136-147.

46. H. Simitci and D. A. Reed, "A Comparison of Logical and Physical Parallel I/O Patterns*," International Journal of Supercomputer Applications and High Performance Computing (IJSAHPC),* August 1998, Vol. 12, No. 3.

47. D. A. Reed, R. C. Giles, and C. E. Catlett, "Distributed Data and Immersive Collaboration," *Communications of the ACM*, Vol. 40, No. 11, November 1997, pp. 38-49.

48. E. Smirni and D. A. Reed, "Workload Characterization of Input/Output Intensive Parallel Applications," *Performance Evaluation*, 1998.

49. E. Shaffer, S. Whitmore, B. Schaeffer, and D. A. Reed, "Virtue: Immersive Performance Visualization of Parallel and Distributed Applications," *IEEE Computer*, December 1999, pp. 44-51.

50. J. S. Vetter and D. A. Reed, "Real-time Performance Monitoring, Adaptive Control and Interactive Steering of Computational Grids," *International Journal of Supercomputer Applications and High Performance Computing (IJSAHPC),* 2000

51. R. L. Ribler, H. Simitci, and D. A. Reed, "The Autopilot Performance-Directed Adaptive Control System," *Future Generation Computer Systems*, special issue (Performance Data Mining), 18 (1) pp. 175-187, September 2001

52. F. Berman, A. Chien, K. Cooper, J. Dongarra, I. Foster, D. Gannon, L. Johnsson, K. Kennedy, C. Kesselman, J. Mellor-Crummey, D. Reed, L. Torczon, and R. Wolski, "The GrADS Project: Software Support for High-Level Grid Application Development," *International Journal of High Performance Applications and Supercomputing*, Volume 15, Number 4, Winter, 2001, pp 327-344

53. D. A. Reed, "Grids, the TeraGrid, and Beyond," *IEEE Computer*, Volume 36, Number 1, pp. 62-68, January 2003

54. N. Tran and D. A. Reed, "Automatic ARIMA Time Series Modeling for Adaptive I/O Prefetching," *IEEE Transactions on Parallel and Distributed Computing*, February 2004.

55. C.L. Mendes, C.L. and D. A. Reed, "Monitoring Large Systems via Statistical Sampling," The International Journal of High Performance Computing Applications, Vol.18, No.2, Summer 2004, pp.267-277.

56. Cooper, K. et al "New Grid Scheduling and Rescheduling Methods in the GrADS Project", Workshop of The NSF Next Generation Software Program, International Parallel and Distributed Processing Symposium (IPDPS'04), Santa Fe, April 2004.

57. D. A. Reed and Mendes, C.L. “Intelligent Monitoring for Adaptation in Grid Applications,” *Proceedings of the IEEE,* Vol. 93, No. 2, pp. 426-435, February 2005

58. D. A. Reed, C-D. Lu and C. L. Mendes, “Reliability Challenges in Large Systems,” *Future Generation Computer Systems*, Vol. 22, No. 3, pp. 293-302, February 2006

59. C. Catlett, W. E. Allcock, P. Andrews, R. Aydt, R. Bair, N. Balac, B. Banister, T. Barker, M. Bartelt, P. Beckman, F. Berman, G. Bertoline, A. Blatecky, J. Boisseau, J. Bottum, S. Brunett, J. Bunn, M. Butler, D. Carver, J. Cobb, T. Cockerill, P. F. Couvares, M. Dahan, D. Diehl, T. Dunning, I. Foster, K. Gaither, D. Gannon, S. Goasguen, M. Grobe, D. Hart, M. Heinzel, C. Hempel, W. Huntoon, J. Insley, C. Jordan, I. Judson, A. Kamrath, N. Karonis, C. Kesselman, P. Kovatch, L. Lane, S. Lathrop, M. Levine, D. Lifka, L. Liming, M. Livny, R. Loft, D. Marcusiu, J. Marsteller, S. Martin, S. McCaulay, J. McGee, L. McGinnis, M. McRobbie, P. Messina, R. Moore, R. Moore, J.P. Navarro, J. Nichols, M. E. Papka, R. Pennington, G. Pike, J. Pool, R. Reddy, D. Reed, T. Rimovsky, E. Roberts, R. Roskies, S. Sanielevici, J. Scott, A. Shankar, M. Sheddon, M. Showerman, D. Simmel, A. Singer, D. Skow, S. Smallen, W. Smith, C. Song, R. Stevens, C. Stewart, R. Stock, N. Stone, J. Towns, T. Urban, M. Vildibill, E. Walker, V. Welch, N. Wilkins-Diehr, R. Williams, L. Winkler, L. Zhao, A. Zimmerman, “TeraGrid: Analysis of Organization, System Architecture and Middleware Enabling New Types of Applications”, Vol 16, *High-Performance Computing and Grids in Action, Advances in Parallel Computing*, pp. 225-249, 2006

60. K. K. Droegemeier, D. Gannon, D. Reed, B. Plale, J. Alameda, T. Baltzer, K. Brewster, R. Clark, B. Domenico, S. Graves, E. Joseph, D. Murray, R. Ramachandran, M. Ramamurthy, L. Ramakrishnan, J. A. Rushing, D. Weber, R. Wilhelmson, A. Wilson, M. Xue and S. Yalda, “Service-oriented Environments for Dynamically Interacting with Mesoscale Weather,” *IEEE Computational Science and Engineering,* Vol. 7, No. 6, pp. 12-29, December 2005

61. B. Plale, D. Gannon, J. Brotzge, K. Droegemeier, J. Kurose, D. Mclaughlin, R. Wilhelmson, S. Graves, M. Ramamurhty, R. D. Clark, S. Yalda, D.A. Reed, E. Joseph, V. Chandraeskar, “CASA and LEAD: Adaptive Cyberinfrastructure for Real-Time Multiscale Weather Forecasting,” *IEEE Computer*, Vol. 39, No. 11, pp. 56-64, November 2006

62. L. Ramakrishnan and D. A. Reed, Predictable Quality of Service Atop Degradable Distributed Systems, *Journal of Cluster Computing*, 2009.

63. P. Balaji, W. Feng, H. Lin*, J. Archuleta, S. Matsuoka, A. Warren, J. Setubal, E. Lusk, R. Thakur, I. Foster, D. Katz, S. Jha, K. Shinpaugh, S. Coghlan, and D. Reed, “Global-Scale Distributed I/O with ParaMEDIC,” 22(16): 2266-2281, *Concurrency and Computation: Practice and Experience*, November 2010.

64. R. Barga, D. Gannon and D. Reed, “The Client and the Cloud: Democratizing Research Computing,” *IEEE Internet Computing*, pp. 72-75, January 2011

65. J. Dongarra, P. Beckman, T. Moore, P. Aerts, G. Aloisio, J. Andre, D. Barkai, J. Berthou, T. Boku, B. Braunschweig, F. Cappello, B. Bhapman, X. Chi, A. Choudhary, S. Dosanjh, T. Dunning, S. Fiore, A. Geist, B. Gropp, R. Harrison, M. Hereld, M. Heroux, A. Hoisie, K. Hotta, Z. Jin, Y. Ishikawa, F. Johnson, S. Kale, R. Kenway, D. Keyes, B. Kramer, J. Labarta, A. Lichnewsky, T. Lippert, B. Lucas, B. Maccabe, S. Matsuoka, P. Messina, P. Michielse, B. Mohr, M. Mueller, W. Nagel, H. Nakashmia, M. Papka, D. Reed, M. Sato, E. Seidel, J. Shalf, D. Skinner, M. Snir, T. Sterling, R. Stevens, F. Streitz, B. Sugar, S. Sumimoto, W. Tang, J. Taylor, R. Thakur, A. Trefethen, M. Valero, A. Steen, J. Vetter, P. Williams, R. Wisniewski and K. Yelick (2011). “The International Exascale Software Project Roadmap,” *International Journal of High Performance Computing Applications*, 25(3), January 2011

66. D. Da Silva, D. Reed and D. Xu (eds), *Journal of Internet Services and Applications*, Special Issue on Cloud Computing, Volume 2, No. 1, July 2011.

67. G. Blair, F. Kon, W. Cirne, D. Milojicic, R. Ramakrishnan, D. Reed, and D. Silva, “Perspectives on Cloud Computing: Interviews with Five Leading Scientists from the Cloud Community,” *Journal of Internet Services and Applications*, Special Issue on Cloud Computing, Volume 2, No. 1, July 2011.

68. D. A. Reed, D. B. Gannon and J. R. Larus, “Imagining the Future: Thoughts on Computing,” I*EEE Computer*, pp. 39-44, January 2012

69. D. A. Reed and J. Dongarra, “Exascale Computing and Big Data: The Next Frontier,” *Communications of the ACM*, Volume 58, Issue 7, pp. 56-68, July 2015 (cover article)

70. D. A. Reed, “Beowulf Clusters: From Research Curiosity to Exascale”, ACM Digital Library, 2015

71. A. Geist and D. A. Reed, “A Survey of HPC Scaling Challenges,” *International Journal of High-Performance Computing Applications,* 2015

72. Asch, T. Moore, R. Badia, M. Beck, P. Beckman, T. Bidot, F. Bodin, F. Cappello, A. Choudhary, B. de Supinski, E. Deelman, J. Dongarra, A. Dubey, G. Fox, H. Fu, S. Girona, W. Gropp, M. Heroux, Y. Ishikawa, K. Keahey, D. Keyes, W. Kramer, J.-F. Lavignon, Y. Lu, S. Matsuoka, B. Mohr, D. Reed, S. Requena, J. Saltz, T. Schulthess, R.~Stevens, M. Swany, A. Szalay, W. Tang, G. Varoquaux, J.-P. Vilotte, R. Wisniewski, Z. Xu and I. Zacharov, “Big Data and Extreme-Scale Computing: Pathways to Convergence. Toward a Shaping Strategy for a Future Software and Data Ecosystem for Scientific Inquiry,” *International Journal of High Performance Computing Applications,* 2018

73. D. S. Katz, G. Allen, L. A. Barba, D. R. Berg, H. Bik, C. Boettiger, C. L. Borgman, C. T. Brown, S. Buck, R. Burd, A de Waad, M. P. Eve, B. E. Granger, J. Greenberg, A. Howe, B. Howe, M. Khanna, T. L. Kileen, M. Mayenik, E. McKienan, C. Mentzel, N. Merchant, K. E. Niemeyer, L. Noren, S. M. Nusser, D. A. Reed, E. Seidel, M. Smith, J. R. Spies, M. Turk, J. D. Van Horn, J. Walsh, “The Principles of Tomorrow’s University,” F1000Research, December 2018, F1000Research, DOI: 10.12688/f1000research.17425.1

74. C. Catlett, P. Beckman, N. Ferrier, M. E. Papka, R. Sankaran, J. Solin, V. Taylor, D. Pancoast, and D. Reed, “Hands-On Computer Science: The Array of Things Experimental Urban Instrument,” *IEEE Computing in Science & Engineering*, Vol. 24, No. 1, pp. 57-63, 1 Jan.-Feb. 2022, doi: 10.1109/MCSE.2021.3139405

75. D. A. Reed, D. Gannon, and J, Dongarra, “HPC Forecast: Cloudy and Uncertain,” *Communications of the ACM*, to appear

Highly Refereed Conference Proceedings

76. D. A. Reed, "Estimating Performance Bounds for Multimicrocomputer Networks," *IEEE International Workshop on Computer Systems Organization*, New Orleans, LA, March 29-31, 1983, (derived from Ph.D. thesis), pp. 72-79.

77. D. A. Reed, "A Simulation Study of Multimicrocomputer Networks," Proceedings of the 1983 International Conference on Parallel Processing, Traverse City, MI, August 23-26, 1983, (derived from Ph.D. thesis), pp. 161-163.

78. D. A. Reed, "Queueing Network Models of Multimicrocomputer Networks," *1983 ACM SIGMETRICS Conference on Measurement and Modeling of Computer Systems*, Minneapolis, MN, August 29-31, 1983, (derived from Ph.D. thesis), pp. 190-197.

79. D. A. Reed and M. L. Patrick, "A Model of Asynchronous Iterative Algorithms for Solving Large, Sparse, Linear Systems," *Proceedings of the 1984 International Conference on Parallel Processing*, Traverse City, MI, August 21-24, 1984, pp. 402-409.

80. J. D. Arthur and D. A. Reed, "Prometheus: An Interactive Environment for the Development and Parallel Execution of Functional Programs*," 8th International Computer Software and Applications Conference (COMPSAC)*, Chicago, IL, November 7-9 1984, pp. 44-53.

81. D. A. Reed, "Parallel Discrete Event Simulation: A Case Study," *Record of Proceedings: The 18th Annual Simulation Symposium*, Tampa, FL, March 13-15, 1985, pp. 95-107.

82. D. A. Reed and M. L. Patrick, "Iterative Solution of Large, Sparse, Linear Systems on a Static Data Flow Architecture: Performance Studies," *Proceedings of the 1985 International Conference on Parallel Processing*, St. Charles, IL, August 20-23, 1985, pp. 25-32.

83. D. A. Reed and C.-K. Kim, "Packet Routing Algorithms for Integrated Networks," *1987 ACM SIGMETRICS Conference on Measurement and Modeling of Computer Systems*, Banff, Alberta, CA, May 11-14, 1987, ACM Performance Evaluation Review, 15(1), pp. 7-15.

84. D. C. Grunwald and D. A. Reed, "Benchmarking Hypercube Hardware and Software," *Proceedings of the Second Conference on Hypercube Multiprocessors*, Knoxville, TN, September 29-October 1, 1986, published as *Hypercube Multiprocessors 1987*, SIAM Press, M. T. Heath (ed), pp.169-177.

85. D. A. Reed, P. K. McKinley and M. F. Barr, "Performance Analysis of Switching Strategies," *Proceedings of the 1987 Symposium on the Simulation of Computer Networks*, Colorado Springs, CO, August 4-7, 1987, pp. 130-141.

86. J. Purtilo, D. A. Reed and D. C. Grunwald, "Environments for Prototyping Parallel Algorithms," *1987 International Conference on Parallel Processing*, St. Charles, IL, August 17-21, 1987, pp. 431-438.

87. A. D. Malony, D. A. Reed and P. McGuire, "MPF: A Message Passing Library for Shared Memory Parallel Processors," *1987 International Conference on Parallel Processing*, St. Charles, IL, August 17-21, 1987, pp. 739-741.

88. D. A. Reed, D. K. Bradley, D. C. Grunwald, C.-K. Kim, and B. A. A. Nazief, "Picasso: An Experiment in Hypercube Operating System Design," *Third Conference on Hypercube Concurrent Computers and Applications*, Pasadena, CA, January 19-20, 1988. pp. 364-373.

89. C. Stunkel and D. A. Reed, "Hypercube Implementation of the Simplex Algorithm," *Third Conference on Hypercube Concurrent Computers and Applications*, Pasadena, CA, January 19-20, 1988, pp. 1473-1482.

90. D. A. Reed and D. C. Grunwald, "Networks for Parallel Processors: Measurements and Prognostications," *Third Conference on Hypercube Concurrent Computers and Applications*, Pasadena, CA, January 19-20, 1988, pp. 610-619.

91. C.-K. Kim and D. A. Reed, "Adaptive Packet Routing for a Hypercube," *Third Conference on Hypercube Concurrent Computers and Applications,* Pasadena, CA, January 19-20, 1988, pp. 625-630.

92. D. A. Reed and A. D. Malony "Discrete Event Simulation: The Chandy-Misra Approach," *Society for Computer Simulation Multiconference*, San Diego, CA, February 3-5, 1988, pp. 8-13.

93. E. Chow, H. Madan, J. Peterson, D. Grunwald, and D. Reed, "Hyperswitch Network for the Hypercube Computer," *Fifteenth Annual International Symposium on Computer Architecture*, Honolulu, HI, May 30-June 2, 1988, pp. 90-99.

94. R. C. Chen and D. A. Reed, "A Job Scheduling System Implementation and its Performance Evaluation," *Thirteenth Conference on Local Computer Networks*, Minneapolis, MN, October 10-12, 1988, pp. 184-192.

95. C. B. Stunkel, W. Kent Fuchs, D. C. Rudolph, and D. A. Reed, "Linear Optimization: A Case Study in Performance Analysis," *Fourth Conference on Hypercube Concurrent Computers and Applications*, Monterey, CA, March 1989, pp. 625-630.

96. D. C. Rudolph and D. A. Reed, "CRYSTAL: Operating System Instrumentation for the Intel iPSC/2," *Fourth Conference on Hypercube Concurrent Computers and Applications*, Monterey, CA, March 1989, pp. 249-252.

97. A. D. Malony, D. A. Reed, J. W. Arendt, R. A. Aydt, D. Grabas, and B. K. Totty, "An Integrated Performance Data Collection, Analysis, and Visualization System, *Fourth Conference on*

Hypercube Concurrent Computers and Applications, Monterey, CA, March 1989. Association for Computing Machinery, pp. 229-236.

98. D. K. Bradley and D. A. Reed, "Performance of the Intel iPSC/2 Input-Output System*, Fourth Conference on Hypercube Concurrent Computers and Applications,* Monterey, CA, March 1989. Association for Computing Machinery, Golden Gate Enterprises, pp. 141-144.

99. D. K. Bradley and D. A. Reed, "Performance of the Input-Output Subsystem for the Intel iPSC/2*," Fourth Conference on Hypercube Concurrent Computers and Applications*, Monterey, CA, March 6-8, 1989.

100. M. A. Hartman and D. A. Reed, "Fault Tolerant Routing in Message-Switched Hypercubes*," Fourth Conference on Hypercube Concurrent Computers and Applications*, Monterey, CA, March 6-8, 1989.

101. C. B. Stunkel, W. K. Fuchs, D. C. Rudolph, and D. A. Reed, "Linear Optimization: A Case Study in Performance Analysis," *Fourth Conference on Hypercube Concurrent Computers and Applications*, Monterey, CA, March 6-8, 1989.

102. D. C. Grunwald, B. A. A. Nazief, and D. A. Reed, "Empirical Comparison of Heuristic Load Distribution in Point-to-Point Multicomputer Networks," *Proceedings of the Fifth Distributed Memory Computing Conference*, Charleston, SC, April 1990. IEEE Computer Society Press, pp. 610-619.

103. A. D. Malony and D. A. Reed, "A Hardware-Based Performance Monitor for the Intel iPSC/2 Hypercube," *ACM International Conference on Supercomputing*, Amsterdam, June 1990. Association for Computing Machinery, pp. 213-226.

104. A. D. Malony, J. L. Larson, and D. A. Reed, "Tracing Application Program Execution on the Cray X-MP and Cray 2," *Supercomputing '90*, New York, November 1990, Association for Computing Machinery, pp. 60-73.

105. D. A. Reed, J. Arendt, R. Aydt, T. Birkett, D. Jensen, T. Madhyastha, B. Nazief, T. Nelson, R. Olson, and B. Totty, "Scalable Performance Environments for Parallel Systems," *Sixth Distributed Memory Computing Conference*, April 28-May 2, 1991, Portland, OR, pp. 562-569.

106. A. D. Malony and D. A. Reed, "Models for Performance Perturbation Analysis*," Proceedings of the Workshop on Parallel and Distributed Debugging*, May 1991, pp. 1-12.

107. B. K. Totty and D. A. Reed, "Dynamic Object Management for Distributed Data Structures," *Supercomputing '92*, Minneapolis, MN, November 1992, Association for Computing *Machinery*, pp. 692-701.

108. D. A. Reed, R. A. Aydt, R. J. Noe, P. C. Roth, K. A. Shields, B. Schwartz, and L. F. Tavera, "Scalable Performance Analysis: The Pablo Performance Analysis Environment," Anthony Skjellum (ed.), Proceedings *of the Scalable Parallel Libraries Conference*, IEEE Computer Society, October 1993, pp. 104-113.

109. D. W. Jensen and D. A. Reed, "File Archive Activity in a Supercomputing Environment," *Proceedings of the Seventh ACM International Conference on Supercomputing*, Tokyo, Japan, July 1993.

110. T. Kwan and D. A. Reed, "Performance Evaluation of the CM-5," *Supercomputing '93*, November 1993, pp. 192-201.

111. D. A. Reed, "Experimental Analysis of Parallel Systems: Techniques and Open Problems," *Proceedings of the Eighth International Conference on Modelling Techniques and Tools for Computer Performance Evaluation*, May 1994, Vienna, Austria. pp. 25-51.

112. T. T. Kwan and D. A. Reed, "Performance of the CM-5 Scalable File System*," Proceedings of the 8th ACM International Conference on Supercomputing*, July 1994, Manchester, England, pp. 156-165.

113. D. R. Kohr, X. Zhang, M. Rahman, and D. A. Reed, "Object-Oriented Parallel Operating Systems: A Performance Study," *27th Hawaii International Conference on System Sciences*, Hesham El-Rewini and Bruce D. Shriver (eds.), Wailea, Hawaii, Vol. II, January 4-7, 1994, pp. 76-85.

114. K. A. Shields, L. F. Tavera, W. H. Scullin, C. L. Elford, D. A. Reed, "Virtual Reality for Parallel Computer Systems Performance Analysis," *Computer Graphics Annual Series of SIGGRAPH '94 Visual Proceedings*, July 1994, p. 261.

115. J. V. Huber, Jr., C. L. Elford, D. A. Reed, A. A. Chien, D. S. Blumenthal, "PPFS: A High Performance Portable Parallel File System," *International Conference on Supercomputing*, July 1995.

116. W. H. Scullin, T. T. Kwan, and D. A. Reed, "Real-time Visualization of NCSA's World Wide Web Data," *Symposium on Visualizing Time-Varying Data*, September 1995.

117. V. S. Adve, J. Mellor-Crummey, M. Anderson, K. Kennedy, J-C. Wang, D. A. Reed, "An Integrated Compilation and Performance Analysis Environment for Data Parallel Programs," *Supercomputing '95*, December 1995, CDROM.

118. P. E. Crandall, R. A. Aydt, A. A. Chien, and D. A. Reed, "Input/Output Characteristics of Scalable Parallel Applications," *Supercomputing '95*, December 1995, pp. .

119. D. A. Reed, C. L. Elford, T. Madhyastha, W. H. Scullin, R. A. Aydt, and E. Smirni, "I/O, Performance Analysis, and Performance Data Immersion," *MASCOTS '96*, February 1996, pp. 5-16.

120. S. E. Lamm, D. A. Reed, and W. H. Scullin, "Real-time Geographic Visualization of World Wide Web Traffic," *Proceedings of the Fifth International WWW Conference*, Computer Networks and ISDN Systems, Paris, France, V-28,. (May 1996), pp. 1457-1468.

121. E. Smirni, R. A. Aydt, A. A. Chien, and D. A. Reed, "I/O Requirements of Scientific Applications: An Evolutionary View," *Proceedings of the Fifth IEEE International Symposium on High Performance Distributed Computing*, August 6-9, 1996, *pp*. 49-59.

122. D. A. Reed, C. L. Elford, T. M. Madhyastha, E. Smirni, and S. E. Lamm, "The Next Frontier: Interactive and Closed Loop Performance Steering," *Proceedings of the 1996 ICPP Workshop on Challenges for Parallel Processing*, Bloomingdale, IL, August 12, 1996, pp. 20-31.

123. T. M. Madhyastha, C. L. Elford, and D. A. Reed, "Optimizing Input/Output Using Adaptive File System Policies," *Fifth NASA Goddard Conference on Mass Storage Systems and Technologies*, College Park, MD, September 1996, pp. 493-514.

124. D. A. Reed, M. J. Gardner, and E. Smirni, "Performance Visualization: 2-D, 3-D, and Beyond," *International Computer Performance and Dependability Symposium (IPDS'96)*, September 4-6, 1996, Urbana, Illinois.

125. T. M. Madhyastha and D. A. Reed, "Intelligent, Adaptive File System Policy Selection," *Frontiers of Massively Parallel Computing*, Annapolis, MD, October 1996, pp. 172-179.

126. E. Smirni, C. L. Elford, and D. A. Reed, "Performance Modeling of a Parallel I/O System: An Application Driven Approach," *Proceedings of the Eighth SIAM Conference on Parallel Processing for Scientific Computing*, Minneapolis, MN, March 1997, CD-ROM.

127. E. Smirni and D. A. Reed, "Workload Characterization of Input/Output Intensive Parallel Application," *Modeling Techniques and Tools for Computer Performance Evaluation*, Springer-Verlag Lecture Notes in Computer Science, June 1997, Vol. 1245, pp. 169-180.

128. T. M. Madhyastha and D. A. Reed, "Input/Output Access Pattern Classification Using Hidden Markov Models," *Workshop on Input/Output in Parallel and Distributed Systems*, San Jose, CA, November 1997, CD-ROM.

129. T. M. Madhyastha and Reed, D. A., "Exploiting Global Access Pattern Classification," *SC '97*, San Jose, CA, November 1997, CD-ROM.

130. E. Smirni, C. L. Elford, A. J. Lavery, D. A. Reed, and A. A. Chien, "Algorithmic Influences of I/O Access Patterns and Parallel File System Performance," *Modeling Techniques and Tools for Computer Performance Evaluation*, 1998.

131. D. A. Reed, R. A. Aydt, L. DeRose, C. L. Mendes, R. L. Ribler, E. Shaffer, H. Simitci, J. S. Vetter, D. R. Wells, S. Whitmore, and Y. Zhang, "Performance Analysis of Parallel Systems: Approaches and Open Problems," *Joint Symposium on Parallel Processing (JSPP)*, Nagoya, Japan, June 1998 (*invited paper and keynote presentation*), pp. 239-256.

132. R. L. Ribler, J. S. Vetter, H. Simitci, and D. A. Reed "Autopilot: Adaptive Control of Distributed Applications", *IEEE Seventh Symposium on High-Performance Distributed Computing*, August 1998.

133. L. DeRose, Y. Zhang, and D. A. Reed, "SvPablo: A Multi-Language Performance Analysis System," *10th International Conference on Computer Performance Evaluation – Modeling Techniques and Tools – Performance Tools'98*, Palma de Mallorca, Spain, September 1998, pp. 352-355.

134. C. L. Mendes and D. A. Reed, "Integrated Compilation and Scalability Analysis for Parallel Systems," *International Conference on Parallel Architectures and Compilation Techniques (PACT'98)*, Paris, France, October 1998, pp.385-392.

135. D. A. Reed, D. A. Padua, I. T. Foster, D. B. Gannon, and B. P. Miller, "Delphi: An Integrated, Language-Directed Performance Prediction, Measurement, and Analysis Environment," *The 7th Symposium on the Frontiers of Massively Parallel Computation,* Annapolis, MD, February, 1999*. (invited paper)*

136. H. Simitci and D. A. Reed, "Adaptive Disk Striping for Parallel Input/Output," *Proceedings of the Seventh Goddard Conference on Mass Storage Systems and Technologies,* March, 1999

137. H. Simitci, D. A. Reed, R. Fox, M. Medina, J. Oly, N. Tran, and G-Y. Wang, "A Framework for Adaptive Storage Input/Output on Computational Grids," *Proceedings of the 3rd Workshop on Runtime Systems for Parallel Programming (RTSPP),* April 1999.

138. T. Kwan and D. A. Reed, "Performance Evaluation of an Infrastructure for Worldwide Parallel Computing," Proceedings of the 13th International Parallel Processing Symposium and 10th Symposium on Parallel and Distributed Processing (IPPS/SPDP'99), San Juan, Puerto Rico, April 1999.

139. L. DeRose, M. Pantano, and D. A. Reed, "An Approach to Immersive Performance Visualization of Parallel and Wide-Area Distributed Applications*", Eighth IEEE Symposium on High-Performance Distributed Computing*, August 1999.

140. L. DeRose and D. A. Reed, "Pablo: A Multi-language, Architecture-Independent Performance Analysis System, *International Conference on Parallel Processing*, August 1999.

141. C. Casaval, L. DeRose, D. A. Padua, and D. A. Reed, "Compile-time Based Performance Prediction," *LCPC 99*, August 1999.

142. J. S. Vetter and D. A. Reed, "Managing Performance Analysis with Dynamic Statistical Projection Pursuit," *Proceedings of SC '99*, Portland, OR, November 1999.

143. F. Vraalsen, R. A. Aydt, C. L. Mendes, and D. A. Reed, "Performance Contracts: Prediction and Monitoring Grid Application Behavior," *Proceedings of the 2nd International Workshop on Grid Computing/LNCS (GRID 2001)*, *Springer-Verlag Lecture Notes in Computer Science*, November 2001

144. N. Tran and D. A. Reed, "ARIMA Time Series Modeling and Forecasting for Adaptive I/O Prefetching," *Proceedings of the 15th ACM International Conference on Supercomputing*, June 2001, pp. 473-485.

145. J. Oly and D. A. Reed, "Markov Model Prediction of I/O Requests for Scientific Applications," *Proceedings of the 16th ACM International Conference on Supercomputing*, June 2002.

146. C-D. Lu and D. A. Reed, “Compact Application Signatures for Parallel and Distributed Scientific Codes,” *Proceedings of SC2002,* November 2002*.*

147. C-D. Lu and Reed, D.A. “Assessing Fault Sensitivity in MPI Applications,” *Proceedings of SC2004* Pittsburgh, November 2004, *Best Technical Paper Award*

148. K. K. Droegemeier *et al* “Linked Environments for Atmospheric Discovery (LEAD): Architecture, Technology Roadmap and Deployment Strategy,” Preprints, *21st Conference on Interactive Information Processing Systems for Meteorology, Oceanography, and Hydrology,* San Diego, CA, American Meteorology Society, 2005

149. B. Plale D. Gannon, S. Graves, D. Reed, K. Droegemeier, R. Wilhelmson, and M. Ramamurthy, Towards Dynamically Adaptive Weather Analysis and Forecasting in LEAD. Preprints, 2005 International Conference on Computational Science , 22-25 May, Atlanta, GA, 2005

150. L. Ramakrishnan, M. S.C Reed, J. L. Tilson and D. A. Reed, “Grid Portals for Bioinformatics,” *Second International Workshop on Grid Computing Environments (GCE),* Workshop at SC|06, November 2006, Tampa, Florida

151. G. Kandaswamy, A. Mandal, and D. A. Reed, “Fault Tolerance and Recovery of Scientific Workflows on Computational Grids,” *Resilience 2008*

152. T. Gamblin, R. Fowler and D. A. Reed, “Scalable Methods for Monitoring and Detecting Behavioral Equivalence Classes in Scientific Codes,” *International Parallel and Distributed Processing Symposium (IPDPS),* Miami, FL, April 2008

153. *L*. Ramakrishnan and D. A. Reed*, “*Performability Modeling for Scheduling and Fault Tolerance Strategies for Scientific Workflows,” *International Symposium on High-Performance Distributed Computing (HPDC),* Boston, MA, June 2008

154. P. Balaj, W. Feng, H. Lin, J. Archuleta, S. Matsuoka, A. Warren*,* J. Setubal*,* E. Lusk, R. Thakur, I. Foster, D. S. Katz, S. Jha, K. Shinpaugh, S. Coghlan, D. Reed, “Distributed I/O with ParaMEDIC: Experiences with a Worldwide Supercomputer,” *International Conference on Supercomputing*, July 2008

155. E. Buneci and D. A. Reed, “Analysis of Application Heartbeats: Learning Structural and Temporal Features in Time Series Data for Identification of Performance Problems,” *SC08*, November 2008

156. T. Gamblin, B. R. de Supinski, M. Schulz, R. J. Fowler, and D. A. Reed, “Scalable Load-Balance Measurement for SPMD Codes,” SC08, November 2008

157. K. Venkatesh Vishwanath, A. Greenberg, and D. A. Reed, “Modular Data Centers: How to Design Them?” *Large-scale System and Application Performance Workshop* (LSAP2009), June 2009

158. T. Gamblin, B R. de Supinski, M. Schulz, R. Fowler, D. A. Reed, “Clustering Performance Data Efficiently at Massive Scales,” *International Conference on Supercomputing*, June 2010

159. K-P. Lee, S. J. Kuhl, H. J. Bockholt, B. P. Rogers, and D. A. Reed, “A Cloud-Based Scientific Gateway for Internet of Things Data Analytics*,” PEARC '18: Proceedings of the Practice and Experience on Advanced Research Computing,* pp. 1-8, July 2018

Research Funding

1. Mid-Scale RI-1: SAGE: A Software-Defined Sensor Network, National Science Foundation, with Peter Beckman *et al*, $9,026,927, $40,000 (Northwestern subcontract)

2. Toward a Common Digital Continuum Platform for Big Data and Extreme-scale Computing (BDEC2), National Science Foundation, with Jack J. Dongarra, Geoffrey C. Fox and Peter H. Beckman, $203,406, 2018-2020

3. CYBER-INSIGHT: Evaluating Cyberinfrastructure Total Cost of Ownership, National Science Foundation, $ 299,588, 2018-2021

4. Iowa Space Grant Consortium, NASA STEM Training Funding Extension for FY18-FY19, National Aeronautics and Space Administration, 2018-2019, $38,000

5. IEDA Protostudios, State of Iowa, $1,600,000 ($1,400,000 plus $200,000 supplement), 2016-2018

6. “EAGER: Resilient, Energy Efficient HPC System Configuration, National Science Foundation, $298,828, 2012-2015

7. “Mobile Devices, Sensors and Big Data,” Carver Charitable Trust, $565,540 (joint with Octav Chipara and Alberto Segre)

8. “TeraGrid Grid Infrastructure Group (GIG), National Science Foundation, $1,493,333, 2004-2009

9. “ Cyberinfrastructure in Support of Research: A New Imperative,” National Science Foundation, ~$1,200,000, 2005-2008

10. “Carolina Center for Exploratory Genetic Analysis,” National Institutes of Health, $1,682,665, 2004-2006 (joint with Terry Magnuson)

11. “Linked Environments for Atmospheric Discovery,” National Science Foundation, Large Information Technology Research (ITR), 2003-2007, Kelvin Droegemeier (PI), $11,250,000 (with multiple institutions)

12. “Virtual Grid Application Development Software (VGrADS),” National Science Foundation, Large Information Technology Research (ITR), 2003-2007, Ken Kennedy (PI), $8,250,000 (with multiple institutions)

13. “National Center for Advanced Secure Systems Research (NCASSR),” Office of Naval Research, $5,600,000, 2003

14. “An Extensible Terascale Facility: Cyberinfrastructure for 21st Century Science and Engineering,” National Science Foundation, 9/1/02-8/31/04, $35,000,000 (with four partner institutions)

15. “ITR: Intelligent High-Performance Computing on Toys,” National Science Foundation, 9/6/02-8/31/05, $409,503

16. “NEESgrid: A Distributed Virtual Laboratory for Advanced Earthquake Experimentation and Simulation,” National Science Foundation, 8/1/01-9/30/04, $10,000,000 (*Senior project advisor*)

17. “The TeraGrid: Cyberinfrastructure for 21st Century Science and Engineering,” National Science Foundation, 9/1/01-8/31/04, $26,500,000

18. “National Computational Infrastructure for Lattice Gauge Theory,” Department of Energy, 8/1/01-7/31/04, $374,295

19. “High-End Computing System Performance Science and Engineering,” Department of Energy, 8/1/01-7/31/04, $975,000

20. “National Computational Science Alliance,” National Science Foundation PACI Solicitation, 10/1/97-9/30/02, $161,000,000

21. “CADRE: A National Facility for High-Performance I/O Characterization and Optimization,” National Science Foundation, 7/15/99-7/30/04, $1,200,000

22. “A Uniform Instrumentation, Event and Adaptation Framework for Network Aware Middleware and Advanced Network Applications,” Department of Energy, 7/15/99-7/14/02, $750,000

23. “Wide Area Adaptive I/O Systems for Data and Visualization Corridors, “ Lawrence Livermore National Laboratory, 8/31/99-8/30/02, $1,200,000

24. “Intelligent Information Spaces: A Testbed to Explore and Evaluate Intelligent Devices and Augmented Realities, “ National Science Foundation, 7/31/99-7/30/04, $2,000,000 (equipment)

25. “Fundamental Methods for Adaptation in Grid Application and Development Environments,” National Science Foundation, 9/1/99-12/31/04, co-PI with K. Kennedy and ten other investigators, $6,200,000 (Illinois share $500,000)

26. “ASCI/ASAP Center for Simulation of Dynamic Response of Materials,” Department of Energy, co-I with D. Merion, Caltech, $20,000,000, 8/1/97-7/31/02 (Illinois share $625,000)

27. “ASCI/ASAP Center for Simulation of Advanced Rockets,” Department of Energy, co-I with M. Heath and other investigators, $20,000,000, 8/1/97-7/31/02

28. "An Integrated, Language-Directed Performance Prediction, Measurement and Analysis Environment," Defense Advanced Research Projects Agency, 9/1/97-8/31/00, $1,518,178

29. "Virtual Environments for Direct Software Manipulation," Defense Advanced Research Projects Agency, 9/1/96-8/31/99, $1,118,018

30. "Real-time Application Performance Steering and Adaptive Control," Defense Advanced Research Projects Agency, 9/1/96-8/31/99, $633,533

31. "Collaboration Support for Complex Systems," Defense Advanced Research Projects Agency, 9/1/96-8/31/99, $1,307,074 (co-PI with S. Kaplan)

32. "Broadband Networks and Multimedia," National Science Foundation, Institutional Infrastructure, 6/1/94-5/31/99, $1,707,262 (co-PI with R. H. Campbell and A. A. Chien)

33. "Scalable I/O Initiative," DARPA, DOE, NSF, and NASA, 7/1/95-6/30/98, $771,000 (Illinois share of $12M)

34. "Parallel I/O Methodologies," National Science Foundation, Grand Challenge Project, 9/1/93-8/30/98, $385,000 (Illinois share) joint with Caltech

35. "Multicomputer Resource Management Algorithms," National Science Foundation, 7/15/93-6/30/96, $444,363 (co-PI with A. A. Chien)

36. "Multicomputer Resource Management Algorithms," Advanced Research Projects Agency, 6/1/93-5/31/96, $748,870 (co-PI with A. A. Chien)

37. "High-Performance Input/Output Systems," National Aeronautics and Space Administration, 8/1/93-8/31/96, $150,000

38. "High Performance Parallel Input/Output," National Aeronautics and Space Administration, 7/1/93-5/31/98, $132,000 (two fellowships)

39. "Workshop on Instrumentation for Parallel Computer Systems: A Dialog Between Users and Developers," National Science Foundation, 6/30/94-6/30/95 $15,006

40. "Pablo Performance Environment," Intel Supercomputer Systems Division, 9/1/92-12/31/94, $200,000 plus Paragon XP/S donation

41. "Virtual Reality: Understanding Massively Parallel Systems," National Science Foundation, 10/1/92-3/31/96, $500,000

42. "Workshop: Software Performance Tools for Parallel Computer Systems," National Science Foundation, 7/15/91-6/30/92, $12,060

43. "Scalable, Open Performance Environments for Parallel Systems," Defense Advanced Research Projects Agency, 5/21/91-6/30/96, $1,459,541

44. "Graduate Research Fellowship" Advanced Research Projects Agency, 9/21/90-8/20/92, $40,956

45. "8CE Multiprocessor Joint Study," International Business Machines, Shared Memory Experimental Machine (8CE), 6/30/89-5/31/92

46. "Visualizing Parallel Computer Performance," Digital Equipment Corporation, 8/21/89-8/20/92, $112,500 (equipment)

47. "Parallel Performance Environments," Apple Computer, 8/21/89-8/20/94, $15,000 plus equipment

48. "Performance Environment Hardware," Intel Supercomputer Systems Division, 11/1/89-5/31/92, $63,514 (equipment)

49. "Tapestry: Unifying Shared and Distributed Memory Parallel Systems," National Science Foundation, 8/21/88-12/31/93, $2,442,447 (CISE Institutional Infrastructure grant with R. H. Campbell)

50. "Tapestry REU Supplement," National Science Foundation, 7/1/91-12/31/92, $9,600

51. "Picasso: A Vehicle for Multicomputer Systems Research," National Science Foundation, 8/21/88-8/20/90, $67,523

52. "Presidential Young Investigator Award," National Science Foundation, $125,000 with industrial matching funds to $500,000, 6/1/87-5/30/92.

53. "Metropolitan Networks," AT&T Information Systems, 8/15/85-10/31/90, $763,823 (co-PI with R. H. Campbell and M. Faiman).

54. "Supercomputer Environments," Air Force Office of Scientific Research, University Research Initiative, $2,509,569, 8/21/86-8/20/91, (co-I with D. J. Kuck *et al*)

55. "Illinois Computing Laboratory for Aerospace Systems and Science," National Aeronautics and Space Administration, $3,656,300, 8/31/85-8/30/98 (with the Department of Computer Science)

56. "Multiple Microprocessor Computer System," National Science Foundation, $80,000, 7/1/86-6/30/87 (equipment grant) with $40,000 additional matching funds

57. "Performance Directed Design of Multimicrocomputer Systems," National Science Foundation, $55,825, 9/1/84-6/30/87

58. "Research in the Design and Application of Parallel Processors," National Aeronautics and Space Administration, NASA NAS-526405, $497,298, 12/12/80-4/12/86 (assumed after the death of D. Slotnick)

59. "Design of High-Performance Reconfigurable Systems," National Aeronautics and Space Administration, NASA NAG-5-377, $158,544, 10/15/83-8/31/87 (assumed after the death of D. Slotnick)

60. "Analysis of Adaptive Algorithms for an Integrated Communication Network," National Aeronautics and Space Administration, NASA NAG-1-595, $90,359, 6/1/85-9/31/87

61. "Parallel Simulation: A Technique for Efficiently Simulating Complex Systems," Ira Kay Memorial Research Grant in Computer Simulation, $6000, 4/1/84-4/1/85

62. "Faculty Development Award," International Business Machines, $60,000, 9/1/84-9/1/86

Dear Search Committee:

For the last 150 years, the University of Arkansas has existed with a singular purpose – to serve the people of the great state of Arkansas by providing education, creating transformational opportunity and improving the daily lives of communities in every corner of our state. This guiding idea has served generations of individuals who have called the U of A home, and it continues to be our highest calling as we look to the future of the university and commit ourselves to better fulfilling our land-grant mission.

As I have had the great honor of serving as interim chancellor for the University of Arkansas this last year, my belief in the power and potential of this institution has repeatedly been confirmed by the outstanding students, faculty, and staff who learn, teach and serve here. They represent a passionate and ingenious community whose knowledge and creativity have the capacity to genuinely make the state and the world a better place.

As I contemplate the responsibilities of a chancellor at an institution like the U of A, the land-grant mission to teach, discover, and serve is paramount in my thinking. The role of a chancellor is expressly to support and inspire the academic community, to identify opportunities for growth and change and to marshal coalitions of talented people to solve pressing problems in ways that help others. I am convinced that the future success of the University of Arkansas depends on our willingness to embrace, believe in, and recommit to our land-grant mission, working together in bold and courageous ways to carry on the work that began here in 1871. Recommitment to the land-grant mission will be the guiding principle to my vision as chancellor. When we do so, the University of Arkansas will be the leading engine of the education, research and expertise that Arkansas needs.

Such a future begins with student success. When the university's very first students arrived in January 1872, they came here in the hope that education would offer them the opportunity to improve their own lives and the lives of their families. Indeed, this idea was underscored by the Morrill Land-Grant College Act of 1862. Simply put, land-grant institutions first existed to create access to education for students who otherwise would have been excluded. Often, these were students from agricultural and working-class families, who for the first time had the chance to prepare for meaningful careers in fields relevant to the economic wellbeing of their states.

At the same time, however, access to higher education played an important role in broadening the student experience and helped to prepare students to be engaged, thoughtful citizens, community members who were capable and inspired to use their talents to help others, to be leaders and to work for the public good.

Indeed, it is the question of public good that guides us now. As a university, we have it within our power to provide higher education and career preparation for every qualified student in Arkansas who wants to earn a degree from the university, and when these students are successful, they will carry their talent and passion back to their own hometowns and throughout the state and nation.

Thanks to the outstanding work of our faculty and staff, and the generous support of our alumni, the U of A has made significant headway in student success initiatives. Measurements of this work, such as graduation and retention rates, are at record highs, and our students have access to innovative academic support and enrichment opportunities. But we cannot rest – there is much more to do.

First, we must recommit to being leaders in providing access to higher education for students in Arkansas. Although we achieved record breaking numbers of Arkansas students in freshman class of 2021, we have the ability and the obligation to attract more students. The university has already taken key steps toward this goal, beginning with changes to our admission policy. In 2020 because of the challenges wrought by the pandemic, the U of A began to offer test-optional admission pathways for students with 3.2 GPAs or above. Such pathways are particularly beneficial for students in the state who do not have access to equitable opportunities to prepare for college entrance exams. Just recently, our faculty codified this policy as our regular admission standard. Moving forward, we must build on tried-and-true techniques to attract more Arkansas students such as expanding our presence in local communities through more college readiness training and other enhanced programming. We must also make it possible for students from small, rural Arkansas communities to visit our campus early in their high school years. We must also build stronger ties with state community colleges and four-year universities, relationships that encourage students to see the university as an institution of choice for their baccalaureate and post-baccalaureate needs. Our current agreement with U of A System community colleges that offers special rate tuition to students who transfer to the university with their associate degrees is a good example of campus/community college partnership.

Regarding achieving better retention, graduation rates and career development, the university can greatly enhance student outcomes with the recent addition of the Cordia Harrington Center for Excellence. This new facility adds more than 45,000 square feet for student success activities, which allows the university to scale the academic support made available to all students while tailoring new approaches to students with special challenges. Now, we can place more emphasis on expanding and improving advising so that every student receives consistent, clear and accurate counsel on the best ways to achieve academic goals. We can augment tutoring and supplemental instruction so that students can find more support for difficult courses. We can expand a special clinical faculty teaching model that better supports students in critical entry level courses. We can enhance experiential learning and offer more students access to attending conferences and participating in study abroad. Also, we can establish more career coaching and create more internships so that students can explore and discover post-graduation options earlier in their undergraduate journeys.

More creative student success strategies alone are not enough to achieve greater outcomes for students. We also have responsibility to address rising costs of attending the University of Arkansas. Here, too, we have taken bold steps. Just this year, I directed an additional $1 million to scholarship funding for Arkansas students, bringing total increases in new scholarship dollars

since 2019 to $6 million. This effort, paired with minimal increases to tuition and fees, provide an important starting point for better financially supporting our students as they earn a degree.

The recommitment to land-grant mission will also have a positive effect on the expansion of the university's research enterprise. Academic research designed to stimulate economic development and/or address societal problems is a critical component of our mission to the state of Arkansas. Currently, the Carnegie Foundation for the Advancement of Teaching classifies the university as a Research 1 institution, the highest category, with expenditures around $160 million annually. With the recent addition of the Institute of Integrative and Innovative Research (I^3R), the establishment of the MonARK NSF Quantum Foundry, and the plans to create the Multi-user silicon Carbide National Research Fabrication Laboratory (MUSiC), the university has a great opportunity to significantly increase its research productivity and stimulate workforce development. The keys to this growth and success will be tied to several factors. We must hire additional top-notch tenured or tenure track faculty in our strategic research areas who will bring their expertise to contribute meaningfully to our teaching/learning/discovery environment. We must further invest in the infrastructure necessary to support these faculty in their research. Not only do we need new lab space, but we also must work more effectively to renovate the existing spaces so that new hires can have a speedy and seamless on-boarding. We must augment our numbers of graduate students, especially at the Ph.D. level. The growth of graduate students will greatly support the expansion of our research enterprise while contributing to the vibrancy of our campus environment. Also, we must become more adept at strategically utilizing post-doctoral and research faculty in our discovery operations.

In addition to increasing the volume of our research, we must continue to improve the commercialization of important discoveries, where appropriate. Although the university's economic impact on the state of Arkansas is approximately $2.1 billion, we must endeavor to achieve an even greater effect on the state-wide economy. I am pleased that we have already made important strides to increase our impact. For example, in 2018 with the support of a generous gift of $23.7 million gift from the Walton Family Charitable Support Foundation, the university began making important improvements to enhance the research-to-commercialization process. The gift allowed for the creation of both a Chancellor's Commercialization Fund and a Chancellor's Gap Fund. These two funds made it possible to supplement faculty research projects which had a high potential for commercialization and help University of Arkansas researchers launch companies. In 2020, an additional gift from the Walton Family Charitable Support Foundation of $194.7 million not only allowed for the creation of I^3R but also led to the establishment of the Collaborative – a university presence in Bentonville, Arkansas that would produce greater engagement between the university and industry. The Collaborative will further support economic and workforce development by creating a special nexus between the university and local businesses, allowing us to offer valuable educational offerings to their employees as well as serving as a hub for innovation. These developments with respect to strengthening the connections between research and industry have been impressive, but more

must be done. The university must improve its ability to link the immediate needs of industry with our research expertise and better ensure that our instructional curriculum meets emergent needs in today's fast-paced society. We must also work more closely with industry to create the synergy necessary to hire the faculty best suited to addressing important industry-related problems. Also, we must better prepare and position our students to meet the employment needs of our industry partners and the state.

Statewide outreach will also be a beneficiary of our recommitment to the land-grant mission. The university must do more to connect with communities throughout the state to produce as strong a sense of pride in the University of Arkansas as people feel for the Arkansas Razorbacks. Stronger connection begins with presence. We must recruit students, both undergraduates and graduates, more visibly, creatively, and effectively and in more communities. We must demonstrate that we welcome and care about all of Arkansas and that all of Arkansas can benefit from the unique and cutting-edge learning opportunities that our campus offers. In addition to amplifying our appeal to local communities for their students, we also need to better utilize our gifted faculty and their problem-solving expertise to meet the needs of local communities throughout the state and highlight the many ways in which U of A outreach does and can further support communities. From testing roads and bridges to developing K-12 educators, we want Arkansans to know and be proud of our service to the state. It is imperative for them to experience the transformative power of our intellectual capability and better know that we can meaningfully improve their everyday lives. Lastly, with regards to outreach, we must cultivate strong relationships with our alumni and state leaders. Again, presence matters. We will take the message of our recommitment to the land-grant to the four corners of the state and beyond so that all can know that we are good stewards of their generous support.

I am excited about the opportunity to recommit to the land-grant mission and hope to get the chance to increase the university's level of service to the state. However, I understand that good ideas are impossible without highly skilled, collegial and committed people around you to design and facilitate the plans. That is why I am excited about the university's commitment to becoming an employer of choice for the region and the state. We are currently exploring ways to cultivate a better working environment, one that not only better retains current staff and faculty but attracts new employees. More competitive salaries, stipends, and benefits are at the heart of our planning, but we also recognize the importance of staying relevant and meeting people where they are to foster creativity and productivity and generate a superior working environment. We must also continue to cultivate a stronger sense of belonging for our entire campus community. When people feel more meaningfully connected to any organization, they give more of themselves to assuring its success. We must better recognize faculty, staff, and students as valued members of our community whose presence and contributions matter.

The University of Arkansas has long been my professional home. I began my journey here in August of 1999 as an assistant professor of history. I achieved tenure and promotion to full professor. I have worked as the director of African American Studies, the vice provost for

diversity, the vice chancellor for student affairs, the provost and executive vice chancellor for academic and student affairs and am now serving as the interim chancellor. I reference these roles to underscore not only my many years of service to the university but also my profound connection to the campus community. In every way, the University of Arkansas has shaped my professional development, and if afforded the opportunity to serve as chancellor, I will continue to give my best to my institution in ways that enhance its growth and development. I will continue to serve the state's best institution with an energy, passion, and professionalism befitting its greatness. I will be a chancellor deeply committed to leading the entire campus in a recommitment to the land-grant mission of teaching, research, and service – and dedicated to serving the people of a proud and deserving state.

CHARLES ROBINSON

EDUCATION

B.A.	1987	University of Houston
M.A.	1990	Rice University
Ph. D.	1997	University of Houston
		Dissertation: "The Anti-miscegenation Conversation: Love's Legislated Limits"

ADMINISTRATION

Interim Chancellor, August 16, 2021-present

I was appointed Interim Chancellor on August 16, 2021. I have worked to better understand the issues tied to the divisions under my purview as well as the broader operational norms of the university. I have closely monitored university resources, particularly those tied to supporting capital projects. In addition, I have made a deliberate effort to more thoroughly engage campus constituents in order to know and understand the concerns of the campus community.

- Led efforts to return to normal operations post-COVID
- Supported successful effort to permanently remove the ACT as a requirement for admissions
- Managed the campus-wide budget process
- Increased scholarship support for Arkansas students
- Increased emergency fund scholarship support for students with special challenges
- Successfully led efforts to improve relations with the Division of Agriculture
- Supported efforts to enhance our Human Resource operations
- Supported the (MUSiC) and (I3R) Research Initiatives
- Managed important issues relative to Razorback Athletics
- Launched and supported the Belonging Initiative

Provost and Executive Vice Chancellor for Student and Academic Affairs, and Provost, July 1, 2020-August 15, 2021

I was appointed Interim Provost on July 1, 2020 and assumed responsibility for managing the academic enterprise of the University of Arkansas. In August 2020, this appointment was made permanent. I also retained my responsibility for overseeing the Division of Student Affairs. In this new combined role, I had primary responsibility for all 14 colleges and schools as well as the Office of Academic Initiatives and Integrity, the Office of Faculty Development and Enhancement, the Teaching Faculty Support Center, Air Force ROTC and Army ROTC, and the 25 departments that comprise the Division of Student Affairs. In addition, I had primary responsibility for our campus-wide student success initiatives. Most of my time consisted of managing COVID-related challenges that required nuancing traditional process. I was also meaningfully engaged in addressing important social issues.

- Organized and participated in numerous townhalls to communicate campus planning relative to the pandemic
- Established greater organizational structure to remote teaching norms, made strategic decisions relative to its utilization, and formed committee to study how remote might be integrated in our traditional operations
- Approved adjustment to our enrollment policy, removing the ACT score as a requirement

- Supported planning for the largest freshman class in the university's history
- Supervised campus planning relative to the opening of our new student success building
- Engaged in efforts to manage the monuments issue
- Supported the establishment of the Unity House and the NPHC Gardens

Vice Chancellor for Student Affairs, 2015-August 15, 2021

I manage an operating budget of $77 million and more than 350 personnel, encompassing 25 departments including university housing, student health, the student union, campus dining, student conduct, Greek life, and multicultural and career centers. My primary focus as the divisional leader is to better connect Student Affairs with Academic Affairs in order to improve student retention and graduation outcomes. As part of his strategic planning process, the chancellor has commissioned me to lead the strategic plan for student success, primarily a committee of academic deans and faculty, and to coordinate the goal of expanding a campus-wide academic success center. I am committed to growing our resources so that we can offer low-income and first-generation students more opportunities to achieve admissions and access, and to gain study abroad and other experiential learning, leadership and professional development opportunities. Student Affairs played an important role in the university's most recently completed capital campaign, raising $48 million of the campaign's total of $1.49 billion campaign total. I am engaged in comprehensive and dynamic leadership of critical campus-wide student support resources and campus services and help to direct institutional vision and direction for growth.

- Led both the divisional reorganization and 3 percent budget reallocation
- Secured more than $40 million in private support
- Created a new line of residential student scholarships called REACH (Razorbacks Enhancing Access to Campus Housing) with foci of better supporting low-income Arkansas students and reestablishing a culture of upperclassmen living in university housing.
- Significant growth of Greek Life, including new chapters and housing expansions each year, to meet the demands of a fast-growing student body
- Broad expansion of diversity recruitment and retention strategies, including a comprehensive bridge program serving 100 at-risk students each year, multiple endowed scholarship programs targeting first-generation and low-income students, and evidence-based academic retention programs demonstrating significant gains in retention and graduation rates
- Chaired the third phase of our campus strategic planning which includes designing a 45,000 square foot student success center with expanded advising, tutorial and supplemental instruction; Career, Communication, Math and Language Studios; as well as more opportunities
  to grow student connections to faculty, registered student groups, internships and other experiential learning opportunities.
- Led capital projects, facilitating the expansion of the Pat Walker Health Center, a $22 million endeavor that will add more than 20,000 square feet and additional physicians
- The construction of a $79 million, 700-bed housing unit, the first in the United States to be made with cross-laminated timber, an environmentally sustainable construction technology.
- Led the establishment of temporary academic success space in the fall 2018.
- Supported and cost-shared the construction of a new student media facility with a studio for student broadcast productions with the Fulbright College of Arts and Sciences

- Grew the scope and reach of our Career Development Center to include new positions in the School of Architecture and the College of Education and Health Professions
- Significantly revised the university's social policy to improve student behavior relative to alcohol consumption at registered social events
- Led the reorganizing of Student Affairs, moving it from a vice provost to vice chancellor-level division

Vice Chancellor for Diversity and Community, University of Arkansas, 2013-16

As vice chancellor I led institutional efforts regarding diversity recruitment and retention of students and faculty while developing new academic initiatives and development goals and supervising our Office of Equal Opportunity and Compliance. I expanded my work in academic retention by focusing on improving the graduation rates of first-generation, low-income students, a demographic that accounts for approximately 30 percent of our student body. I engaged in strategic planning relative to our new capital campaign, leading a fundraising committee toward achieving a $12 million campaign goal. In the first four years of the campaign, I raised approximately $7 million from corporations, foundations, alumni and other external constituents. Furthermore, I was successful in growing our percentages of both ethnically underrepresented students and faculty.

Vice Provost for Diversity, University of Arkansas, 2009-2013

As vice provost I worked to improve the university's ability to recruit and retain underrepresented students and faculty. I created new units and organized others into a Diversity Affairs division and effectively coordinated our efforts with those of all colleges and schools, Enrollment Services, and Student Affairs in order to implement academic enrichment programs and stronger recruiting approaches. As vice provost, I also met regularly with the provost and the deans to discuss matters of equity, inclusion and student academic success.

Chair, African & American Studies Program, University of Arkansas 2004-2009

As chair I redesigned the degree offerings and established a strong curriculum foundation for the program, working with aligned faculty to create courses that offered students a broader understanding of issues tied to the African Diaspora. I also forged relationships with department heads in order to cross-list other relevant courses. Under my leadership, African & African American Studies became one of the largest and best-resourced area studies programs at the university.

Departmental Leader, History Department Executive Committee, 2004-2008

I served as one of five members of the executive committee for the Department of History, dealing with an array of departmental issues that included tenure and promotion, academic programs, faculty hires, student recruitment and adjunct faculty.

Scope of Institutional Leadership

- *Academic*: Experienced the full range of scholarship, teaching, and service through tenure and promotion and administrative appointments at the University of Arkansas, moving from assistant professor to full professor, interdisciplinary program director to provost
- *Development*: Cultivated and stewarded donors and foundations to support student access, innovative research, and important capital projects. Raised to date more than $55 million in scholarships, academic retention and student development support, and more than $30 million toward capital projects through significant donations, gifts, and endowments
- *Organizational change*: Led major restructuring efforts in Student Affairs and Diversity Affairs, growing operations through budgetary and human resource efficiencies, increasing meaningful

collaboration with Academic Affairs, and establishing institutional priorities of student success and belonging

- *Enrollment*: During times of dynamic changes in the social-political and demographic landscape, provided vision and leadership around college access, recruitment practices, scholarships, and admissions policy, emphasizing Arkansas first and empowering first-generation and low-income students and families
- *Diversity*: Increased institutional diversity efforts and the diversity and retention of faculty, staff, and students; advised University Advancement leaders to shape the institutional image and fundraising with respect to diversity; supervised the Office of Equal Opportunity and Compliance; and represented the University of Arkansas as a diversity leader and consultant for regarding best practices in diversity growth and retention

Professional Development

- Participated in the Becoming a Provost Academy (BAPA) sponsored AASCU and ALLI. BAPA is a year-long intensive training program where participants received mentoring and hands-on experience relative to academic affairs. I focused on accreditation, academic budgeting, new curriculum and distance delivery, tenure and promotion and other personnel issues
- Participated in the American Council on Education's Spectrum Executive Leadership Program
- Attended a collaborative meeting of SEC diversity officers, to discuss best practices in diversity in inclusion and strategies for negotiating challenges at our respective institutions
- Participated in the Millennium Leadership Initiative, a leadership development program for individuals traditionally underrepresented in top-level higher education administration
- Attended the National Conference of Academic Deans, 2012
- Participate in training seminars designed to improve effectiveness in donor cultivation
- Regularly attend conferences regarding college access, diversity outreach and inclusive excellence

College and Departmental Leadership

J. William Fulbright College of Arts and Sciences, University of Arkansas

- Served two terms on the Executive Committee for the Department of History, 2004-2008
- Served on special committee organized by the Dean to assess the college core curriculum, 2007
- Served on General Education Core Committee, 2004-2007
- Principal organizer of *The State of Black and Brown Arkansas Conference*, coordinated with the Diane Blair Center for Southern Politics and Society, 2009
- Served on the search committee for the selection of the Dean, 2010
- Presented a lecture to the Teaching Academy entitled, "Constructing the Academic 'City on a Hill': The Continued Significance of Teaching in the 21st Century," in which I made the case for the importance of good teaching in supporting improvements in the national rankings of any institution of higher learning, 2012

ACADEMIC APPOINTMENTS

Professor, History Department, University of Arkansas, 2010-Present
Associate Professor, History Department, University of Arkansas, 2005-2010
Assistant Professor, History Department, University of Arkansas, 1999-2004
History Instructor, Houston Community College, 1990-1999
Undergraduate Researcher, University of Houston, 1986

Teaching and Research Interests:

- Southern History
- Race Relations History
- African American Studies
- Gender Studies
- Sex and Sexuality in History
- United States in the late Nineteenth Century
- Civil Rights and National Policy

Courses Taught:

- American History Survey, Colonial to 1877
- American History Survey, 1877 to the Present
- Honors Colloquium, Sex and Sexuality in American History
- African American History to 1877
- African American History 1877 to Present
- Nineteenth Century History Colloquium
- The History of Race and Social Justice
- Old South
- New South

Teaching Awards

Arkansas Student Alumni Board Teacher of the Year Award, 2006 *for outstanding teaching*
Teaching Academy Induction, 2005 *for a record of excellence in teaching*
Arkansas Alumni Association Distinguished Achievement in Teaching, 2004 *for excellence in instruction, awarded annually to one faculty member university-wide*
Fulbright College Master Teacher Award, 2003 *a college-wide award at the University of Arkansas presented annually to one professor who exemplifies excellence in instruction*
National Institute for Staff and Organizational Development Teaching Award, Houston Community College, 1996 *a teaching honor awarded regionally to college professionals selected by their institutions as examples of superior educators*

Selected Awards and Honors

Lifetime Achievement Award for Educators, Northwest Arkansas Democratic Black Caucus, 2014
NOARK Diversity Champion Award, Northwest Arkansas Human Resources Association, 2013
Torchbearer Award, Alpha Phi Alpha Fraternity, Inc., 2011
Honorary Alumnus Award, UA Alumni Association, 2011
Distinguished Achievement Award, Martin Luther King Jr. Committee, 2008
"Bridging Excellence Award," Black Students Association, 2006
Honorary Member for Golden Key International Society, 2005
Certificate of Life Time Membership, Houston Community College, 1999
Certificate of Appreciation, Prairie View University, 1998
Sabbatical Leave Award, Houston Community College, 1997
Award of Recognition from the Greater Houston Council of Black American Affairs, 1995
African American Fellowship, University of Houston, 1995
Murray Miller Scholarships, Houston Community College, 1993, 1994
Rice Fellowships, Rice University, 1988-1990

Professional Memberships

Organization of American Historians

Selected Committees and Activities

Center for First-generation Student Success Advisory Board-spring 2022-Present
Northwest Arkansas Council Advisory Committee-fall 2021-Present
Amazeum Members Council-fall 2021-Present
Arkansas Research Alliance Board of Directors-fall 2021-Present
Association of Public Land grant Universities Council of Presidents-fall 2021-Present
Board Member for the AETN Foundation Board- 2016-17
Board member for the Washington Regional Hospital -2016-2021
Vice Chancellor for Government Relations Search Committee-spring 2014
Human Resources Search Committee for Associate Vice Chancellor-fall 2011
Associate Vice Chancellor for Human Resources Search Committee, fall 2011
Fulbright Dean's Search Committee, fall 2010
University Executive Committee, spring 2009-Present
ADVANCE Committee, spring 2010-Present
McNair Scholars Program Committee, spring 2010
Arkansas Press Editorial Advisory Board, fall 2005-fall 2008
Faculty Advisor to the Black Students Association, fall 200
Faculty Sponsor for the Students of African American Brotherhood, fall 2005
Fulbright College Honors Council, fall 2004-2007
General Education Core, spring 2005-fall 2009
Making the Most of College Task Force Committee, fall 2003-4
Old Statehouse Commission by gubernatorial appointment, fall 2003-spring 06
History Department Executive Committee 2003-2008
Clinton Oral History Project, Board Member, fall 2001-spring 2006
Arkansas Center for Oral and Visual History Advisory Board, fall 2001-fall 2009
Undergraduate Curriculum Committee, University of Arkansas, fall 1999-2007
Faculty Advisor, University of Arkansas, fall 1999-2005
American History Screening Committee, University of Arkansas, spring 2000
Co-Sponsor, Phi Alpha Theta, University of Arkansas, fall 1999-Present
Student Youth Leader, Smyrna Seventh-Day Adventist Church, 1990-1997.

Publications

"Clashing with Tradition: The Chief Diversity Officer at White Public Institutions," found in Racial Battle Fatigue in Higher Education: Exposing the Myth of Post-Racial America, Edited by Kenneth Fasching-Varner, Katrice Albert, Roland Mitchell and Chaunda Allen. (Published by Rowan &Little Field, 2015.)

Martin, Charles H. Benching Jim Crow: the Rise and Fall of the Color Line in Southern College Sports, 1890-1980 book review for the Arkansas Historical Quarterly (Autumn 2011)

Forsaking All Others: A Story of Interracial Love, Betrayal and Revenge in the 1880s South, University of Tennessee Press, December 2010.

Remembrances in Black: An Oral History of the Desegregation of the University of Arkansas, 1940s-2000s, co-edited with Dr. Lonnie Williams, University of Arkansas Press, December 2010

"Ten Tips for Black College Students at Majority Campuses", U. S. News and World Report: Visiting Blogger, November 11, 2008

"What's Sex Got to do with It? Antimiscegenation Law and Southern White Rhetoric," published in Manners and Southern History, edited by Ted Ownby, University of Mississippi Press, 2007

"The Louisiana Purchase and the Black Experience," published in A Whole Country in Commotion: The Louisiana Purchase and the American Southwest, edited by Patrick Williams, S. Charles Bolton and Jeannie Whayne, University of Arkansas Press, 2005

Dangerous Liaisons: Sex and Love in the Segregated South, University of Arkansas Press, Fall 2003. '"Most Shamefully Common': Arkansas and Anti-miscegenation Law," *Arkansas Historical Review*, Fall 2001

"Legislated Love in the Lone Star: The Anti-miscegenation Effort in Texas," *Southwestern Historical Quarterly*, (Summer 2004)

"The Sexual Color Line in Red and Black: Anti-miscegenation and the Sooner State," *Chronicles of Oklahoma History*, (Winter 2004-5)

A Question of Manhood, A Reader in U. S. Black Men's History and Masculinity. Vol. 1: "Manhood Rights": The Construction of Black Male History and Manhood 1750-1870. Edited by Darlene Clark Hine and Earnestine Jenkins. Book review for the *Journal of Southern History* 67(2002): 856-857.

A Question of Manhood, A Reader in U. S. Black Men's History and Masculinity. Vol. 2, "The 19th Century": From Emancipation to Jim Crow. Edited by Darlene Clark Hine and Earnestine Jenkins. Book review for the *Journal of Southern History* 69(2003): 454-455.

Stockley, Grif. Blood in their Eyes: The Elaine Race Massacres of 1919, book review for *The North Carolina Historical Review*, 79 (2002): 293-294.

Painter, Nell Irvin. Southern History Across the Color Line, book review for the *Arkansas Historical Quarterly*, 61 (2002), 422-424.

George E. Lankford. Bearing Witness: Memories of Arkansas Slavery-Narratives from the 1930s WPA Collections, book review for the Arkansas Historical Quarterly.

Robert Norrel. Up From Slavery: The Life of Booker T. Washington, book review for the Journal of Historical Biography.

Alex Lubin. Romance and Race: The Politics of Interracial Intimacy, 1945-54; book review for the Journal of Southern History.

Manuscript review (article), "The Part of Hell Where We Should Work," for the Social Science Quarterly.

PAPERS PRESENTED

"What's Sex Got To Do With It? Interracial Relationships and the Southern White Response," Porter Fortune History Symposium, University of Mississippi, fall 2004

"Racially Revolting: The Black Experience and the Louisiana Purchase," Louisiana Purchase Conference, University of Arkansas, fall 2003

"'Most Shamefully Common': Arkansas and Miscegenation" Southern Historical Association, fall 2001

"What's Sex Got To Do With It? Southern Responses to Interracial Sex, 1870-1930," Arkansas Association of College Teachers, fall 2001

"The Sexual Color Line in Red and Black: Anti-miscegenation and the Sooner State," Mid-America Conference, fall 2000

"Interracial Love and the Struggle for Inheritance Property: Louisiana and Anti-miscegenation," Southern Conference of African American Studies, spring 2000

SELECTED PUBLIC PRESENTATIONS

"Achieving Amidst Adversity: Overcoming Graduate School Challenges," McNair Scholars Program, Southern Methodist University, February 2014

"From Different to Difference Maker: Understanding Why 2 Chains Got it Wrong," Black & Brown and College Bound Conference, Tampa Bay, February 2013

"U. S. History, Diversity and Civility," Spring International Lecture for Visiting Fulbright Scholars, University of Arkansas, June 2012

"When Boys Become Men: Leadership, Responsibility and Accountability," Arkansas Boys' State, Conway, May 29, 2012

"No Mountain High Enough: Negotiating Graduate Education in the 21st Century," McNair Scholars Conference, University of New Hampshire, April 20, 2012

"'And Still I Rise:' Transforming Hurdles into Triumphs," Black & Brown and College Bound Conference, Tampa Bay, March 20, 2012

"'The Dreaming of Dreams by Untwisted Souls': DuBois and the Transforming Power of Education," Huston-Tillotson College, spring 2012

"Got a Goal? Aim for It," Attracting Intelligent Minds Conference, Fayetteville, spring 2012

"Making Purpose Purposeful," SEC Student Leadership Conference, Fayetteville, spring 2012

"When Students of Color Dream," SREB Conference, Atlanta, fall 2011

"Black History Month and the New Millennium: Where Do We Go From Here?" University of Arkansas Fort Smith, spring 2011

"What Will You Do With Your Freedom," Commencement Address, College of Education and Health Professions, spring 2010

"The Ten Commandments to Good Student Etiquette," African American Male Summit, University of Arkansas, Fayetteville, spring 2010

"Driving for Diversity: Lessons Learned from March Madness," Arkansas State Human Resources Conference, Fort Smith, spring 2010

"Thurgood Marshall's America," Georgia Historical Society, Teacher Workshop, spring 2009

August 29, 2022
Chancellor Search Committee
University of Arkansas

Dear Chancellor Search Committee,

It is with immense energy and enthusiasm that I respectfully submit my candidacy for your next Chancellor at the University of Arkansas. The U of A is a special research university - one that continues to stay rooted in its vital land grant mission of helping to lift the lives and livelihoods of its state citizens while embracing and leading transformational change in search of better tomorrows. It is a university focused on local relevance while also achieving national and global impact, and I am impressed by the curiosity, character, creativity, and shared humanity of the Razorback spirit. I am excited about this opportunity because of the outstanding reputation of the University of Arkansas, a desire to bring to bear the breadth and diversity of my leadership roles to date, and my love of mission-driven work at a land grant university.

I have spent my career in higher education at two public, R-1, student-centric universities, each with excellence spanning the arts, humanities, engineering, sciences, professional programs, and intercollegiate athletics. The size and complexity of these billion-dollar enterprises have provided me the opportunity for collective impact and scale, both of which are in my DNA.

I was drawn to the University of Central Florida (UCF) as a new PhD in applied mathematics for the opportunity to build a premier optics research program while fueling my love of teaching (college algebra through mentorship of doctoral students) at a young university that was leaning into innovation, interdisciplinarity, and industry partnerships and was focused on who they included, not who they excluded. As a faculty member, I integrated my education and experience in engineering, mathematics, and K-12 education to develop new approaches that resulted in improved student learning outcomes in collegiate mathematics and the development of atmospheric propagation models to secure laser communication and laser radar systems in partnership with the U.S. military.

At UCF, I initiated interdisciplinary collaborations and strategic partnerships that fueled two decades of sustained external funding ($5M+) and accelerated scientific discoveries and new educational programs. I collaborated with partners across the university to design and build new co-curricular programs that led (and continue to lead) to increased STEM retention and graduation rates with underrepresented students experiencing the largest gains. As a former student-athlete in the ACC and emerging leader at UCF, the president appointed me as the NCAA Faculty Athletics Representative in which I chaired the University Athletics Committee, served as a member of the Board of Directors of the UCF Athletics Association, supported fundraising for women's sports, and served as an advisor to the president as we navigated transition to a new conference and recruited a new athletics director. As the Vice Provost for Faculty Excellence, I developed and led the University's strategy and investment to recruit national academy members, faculty of color, and research clusters, while also building new programs focused on the development, engagement, and retention of faculty. As the Vice Provost for International Affairs and Global Strategies, I led the development and implementation of the Institution's comprehensive internationalization strategy. Additionally, I led and collaborated on several other key university-wide initiatives including chairing executive searches, co-leading the development and implementation of UCF's Strategic Plan, and serving on the University Budget Committee. I helped amplify the success of others, brought diverse stakeholders together, and was a catalyst for our collective impact in the State of Florida and beyond.

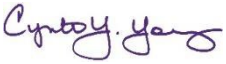
In 2017, a unique and transformational leadership opportunity in higher education emerged at Clemson University: Founding Dean of the new College of Science. I was inspired by the challenge at Clemson to build a new world-class College with national research prominence at a land grant university known for excellence in the undergraduate student experience, alumni giving, and intercollegiate athletics. My initial priority as the founding dean was to create a bold vision and strategic roadmap for the new college to guide our strategic priorities and hold us accountable to our aspirations. I spent my first few months meeting with faculty, staff, students, alumni, partners, and community members just listening to understand. Through the engagement and input of diverse stakeholders, we ultimately converged on a clear, concise, and compelling set of ambitious overarching goals focused on discovery, learning, and engagement with key strategies, metrics, and enablers.

During my tenure as founding dean at Clemson, our faculty have increased scholarly productivity and doubled our external funding. Our advising teams and professional staff have helped students already surpass our 2026 goal of a six-year graduation rate of 86 percent. We have developed a culture of operational excellence and secured new revenues that have allowed us to strategically invest in top faculty and doctoral student talent while navigating this pandemic with innovation and resilience. As the CEO of a new college, I endeavor to always lead by example with a diverse, high-performing leadership team. We have had the opportunity to engage with alumni, corporations, and private donors who are inspired by the significance of our impact and have committed new support through student engagement opportunities, endowed faculty positions, scholarships/fellowships, annual giving, and expansion of unrestricted giving.

I believe in the power of partnership which has been instrumental throughout my career at both UCF and Clemson, and I would bring that spirit of collaboration to help advance the U of A. At UCF, I led and collaborated with teams that spanned the campus, community colleges throughout the state, and several consortia that helped align curricula and implement evidenced-based best practices which led to significant increases in student success metrics and the reduction of the success gaps that existed for transfer, first gen, Pell-eligible, and underrepresented students. At Clemson, we recruited the first member of the National Academy of Sciences in the State of South Carolina to lead a new Center for Human Genetics that is located at one of our innovation campuses that lies within an Opportunity Zone. The strength of this partnership is evident in the exceptional faculty talent we were successful in recruiting who have already secured $21M in new NIH funding including a COBRE award. In addition to world class scientific discovery, the team is supporting local clinicians with genome scale data for patients impacted with rare, undefined genetic diseases which has led to diagnosis and participation in clinical trials for several families. South Carolina has one of the fastest growing life sciences industries in the nation and I currently serve on the Executive Committee for the Board of Directors of SC BIO, a statewide public/private life sciences industry association and economic development organization.

In closing, the next Chancellor at the University of Arkansas has a challenging and exciting leadership opportunity ahead. I am inspired by challenges, nourished by connections with people, and am ready to harness all of my experiences, talents, and energy to help the U of A soar to new heights. I believe in the potential of “us” and look forward to exploring my candidacy with you further.

Sincerely,



Cynthia Y. Young

Cynthia Y. Young

Founding Dean, College of Science
118 Long Hall, 230 Parkway Drive
CLEMSON UNIVERSITY

EDUCATION

1996 **Ph.D., Applied Mathematics,** University of Washington (Seattle, WA)
Advisor: Dr. Akira Ishimaru, Member of the National Academy of Engineering
The Two Frequency Mutual Coherence Function of a Gaussian Beam Pulse in Weak Turbulence

1997 **M.S., Electrical Engineering**, University of Washington, Seattle, WA
1993 **M.S., Mathematical Science**, University of Central Florida, Orlando, FL
1990 **B.A., Education (Secondary Mathematics)**, University of North Carolina, Chapel Hill, NC

CAREER OVERVIEW

CLEMSON UNIVERSITY [2017- Present]

2017 – present	*Founding Dean*, College of Science, CLEMSON
2017 – present	*Professor*, Mathematical and Statistical Sciences, CLEMSON

UNIVERSITY OF CENTRAL FLORIDA [1997-2017]

2016 – 2017	*Vice Provost*, Faculty Excellence and UCF Global, UCF
2015 – 2016	*Interim Vice Provost*, Faculty Excellence, UCF
2015 – 2016	*Interim Vice Provost*, International Affairs and Global Strategies, UCF
2015	*Pegasus Professor* of Mathematics, UCF
2011 – 2015	*Associate Dean*, College of Sciences, UCF
2008 – 2017	*Professor* of Mathematics, UCF
2007	*Fellow*, SPIE (International Society for Optics and Photonics)
2005 – 2013	*Co-Director*, EXCEL Program ($1.8M NSF Program), UCF
2005 – 2008	*NCAA Faculty Athletics Representative*, Office of the President, UCF
2005 (Spring)	*Faculty Fellow*, Naval Research Laboratory, Washington, DC
2002 – 2008	*Associate Professor* of Mathematics, UCF
2001	*Young Investigator Award*, Office of Naval Research
1997 – 2002	*Assistant Professor* of Mathematics, UCF
1997 – 2002	*Assistant Professor*, Florida Space Institute, Kennedy Space Center, FL

INDUSTRY AND TEACHING EXPERIENCE [1992-1997]

1997 (Summer)	*Faculty Fellow*, Boeing Space and Defense, WA
1996 – 1997	*Mathematics Instructor*, Shoreline Community College, Shoreline, WA
1994 (Summer)	*Scientist in Residence*, Optics Group, Kennedy Space Center, FL
1993 (Summer)	*Scientist in Residence*, Materials Branch, Kennedy Space Center, FL
1993 – 1997	*Doctoral Fellow*, National Physical Science Consortium
1992 – 1993	*Mathematics Teacher*, Orlando Marine Institute, Orlando, FL

PROFESSIONAL EXPERIENCE

FOUNDING DEAN, COLLEGE OF SCIENCE, CLEMSON UNIVERSITY (2017-present)

The Dean is the Chief Executive Officer for the College.

I was recruited to Clemson University to serve as the Founding Dean of the new College of Science. The College of Science harnesses the connections across the life, physical, and mathematical sciences as we tackle some of tomorrow's grand challenges and prepare the next generation of leading STEM professionals.

Selected Highlights

Leadership/Vision

- SCI*Forward- to guide our strategic priorities and hold us accountable to our aspirations.*
  Led internal (faculty, staff, students, and administrators) and external (national academy members, industry partners, alumni, and donors) stakeholders in the development and implementation of a bold strategic plan.

    - Mission: We pursue excellence in scientific discovery, learning, and engagement that is both locally relevant and globally impactful.

    - Vision: We will be national leaders who tackle tomorrow's scientific challenges, prepare the next generation of scientists, and cultivate science literacy.

    - Core Values: Integrity, Curiosity, and Respect

    - Key Leadership Principles: Adaptability, Accountability, Communication, Collaboration, Excellence, Evidence, and Inclusiveness

    - Strategic Goals and Key Strategies:
      1. Achieve national and global prominence through excellence in scientific discovery.
         a. Build a stronger, more diverse faculty.
         b. Advance distinctive and convergent strengths through strategic partnerships.
         c. Increase national and international recognition of faculty excellence.
      2. Elevate the science learning experiences that enhance lives and livelihoods.
         a. Expand and strengthen PhD and Masters' programs.
         b. Enrich the signature undergraduate science experience.
         c. Advance citizen science and science literacy.
      3. Improve the workplace quality of life through a leadership culture that values inclusive excellence and challenges the status quo.
         a. Cultivate an inclusive and equitable environment where everyone can thrive.
         b. Develop a culture that recognizes and rewards performance excellence.
         c. Optimize and invest in support services and space infrastructure.

    - Discovery Pillars (Convergent Strengths): Genomics and Precision Medicine; Health Innovation; Advanced Materials; Data and Information Science; Astrophysical and Planetary Sciences

    - Accountability Metrics: Freshman retention rate; Graduation rates; Percentage of undergraduates conducting research and studying abroad; Doctoral degrees conferred, Faculty research and impact (papers, expenditures, citations, elected fellows); Diversity, Inclusion, and Equity (representation and success rates of students and faculty, climate data, implicit bias and other training across units)

- Recruited and developed a diverse, inclusive, and transformational leadership team of 10; including both internal and external (academic and industry) hires:

    - Liliana Concari-Gehring, Chief of Strategy and Operations, from Eli Lily and Company
    - Dr. Calvin Williams, Associate Dean
    - Dr. Stephen Creager, Associate Dean
    - Dr. Robert Anholt, Director, Faculty Excellence
    - Dr. Trudy Mackay (NAS Member), Director and Endowed Chair, CU Center for Human Genetics
    - Dr. Sean Brittain, Chair (Dept of Physics and Astronomy)
    - Dr. David Clayton, Chair (Genetics and Biochemistry)
    - Dr. Saara DeWalt, Chair (Dept of Biological Sciences)
    - Dr. Kevin James, Director (School of Mathematical and Statistical Sciences)
    - Dr. Bill Pennington, Chair (Dept. of Chemistry)

- Established strategic partnership with Clemson Athletics.
    - Annual science engagement and outreach with Football Spring Game- Tiger Field Day where families engage with hands on science experiments guided by faculty, staff, and students.
    - Cultivating donors together to expand athletics-centric giving to include giving to support the academic enterprise.
    - Faculty Excellence recognition and recruitment support around athletics;
    - Provided laboratory to house a fall 2020 CLIA lab for student-athlete saliva based COVID testing per ACC protocol.

<u>Management</u>

- Successfully led the integration of the life sciences from the College of Agriculture and Life Sciences with the physical and mathematical sciences from the College of Engineering and Science into a unified Science identity in terms of culture and processes.
    - Led new branding for Science.
    - Led the development of College by-laws, shared governance committee structure, awards, and policies/processes.
    - Developed and led a new internal and external communications strategy and plan.
- Led organization from a decentralized to a shared services Financial, IT, and Marketing and Communications support model.
- Developed culture of performance based strategic pre-retention increases.
- Opened the new Self Regional Hall (Clemson innovation campus in Greenwood, SC) which now houses the CU Center for Human Genetics; currently engaged in planning on three new state of the art scientific learning and discovery facilities (Advanced Materials Innovation Complex, Center for Human Genetics expansion, and new SCIENCE Building).

<u>Resource Development</u>

- Philanthropy: I work in partnership with the President and Development Team; My focus is on engaging with alumni, industry partners, and friends including cultivation, solicitation, and stewardship.
    - Increased endowment 40%
    - Expanded endowed professorships 75%
    - Established a culture of unrestricted giving including a Dean's Leadership Circle.
- Established culture of operational excellence through clarity in fiscal budgets, shared services model, and strategically manage $85M annual resources to advance science forward at Clemson.
- Increased entrepreneurial (online master's programs and summer) revenues to support increased graduate student stipends and start-up funds.

College of Science Accomplishments (2017-2022)

During my tenure as the founding dean, our outstanding faculty, staff, students, and leaders have collectively advanced science at Clemson:

- College has made significant gains (2017-2022):
  - Increased freshman retention/6 year graduation rate from 90.2% to 95.3% and from 81.0% to 88.6%.
  - Increased undergraduates typically underrepresented in STEM from 14.5% to 18.8%.
  - Increased total annual external research expenditures per tenured/tenure track faculty 60%.
  - Hired first woman of color in tenure-track faculty position in Science at Clemson.
- College had three undergraduates selected as Goldwater Scholars in both 2019 and 2020 and Clemson's first Rhode's Scholar in 2021.
- Established 3+2 BS/MS in Physics and Mathematical Sciences with SC State University (HBCU).
- Recruited the first institutional National Academy of Sciences Fellow to lead Clemson's Center for Human Genetics and secured NIH COBRE award ($11M).
- Launched a new School of Mathematical and Statistical Sciences.
- Launched the new Genomics and Bioinformatics Support Facility to support faculty and students.

VICE PROVOST, OFFICE OF THE PROVOST, UNIVERSITY OF CENTRAL FLORIDA (2015-2017)

Led Faculty Excellence and UCF Global teams, strengthening UCF's faculty and comprehensive internationalization of the university.

- **Vice Provost,** *Faculty Excellence and UCF Global*, (2016-2017)
- **Interim Vice Provost,** *Faculty Excellence*, (2015-2016)
- **Interim Vice Provost,** *International Affairs and Global Strategies* (2015-2016)

Faculty Excellence Responsibilities and Examples of Accomplishments

- Secured $25M funding from University Budget Committee and strategically allocated (together with the CFO) 130 new faculty lines to colleges to support UCF's Collective Impact (Strategic Plan).
  - 30 to Faculty Cluster Initiative (Interdisciplinary/Convergent Research Groups)
  - 25 to Targeted Opportunity Program (Inclusive Excellence, Partner, and Preeminent Hires)
  - 75 strategically allocated to the Colleges based on workload (student credit hours)
  - 5 Trustee Chairs (internally funded named professorships)
- Collaborated with the Dean of the College of Engineering and Computer Science to develop and implement preeminence strategy including the recruitment of *five* National Academy Members to UCF.
- Developed and led academic leadership programs:
  - Academic Leadership Academy for Faculty
  - Provost Faculty Fellows Program
  - Chairs/Directors Council
  - Chairs Leadership Academy
- Developed and led university faculty mentoring programs that were coordinated through Faculty Excellence and delivered primarily through the colleges.
  - Assistant Professor Excellence Program
  - Instructor/Lecturer Excellence Program
- Led faculty and staff in the Office of Faculty Excellence and Center for Success of Women Faculty.
  - Managed the tenure/promotion process, awards, and initiate innovative recognition of faculty.
  - Launched women's mentoring program in UCF's Center for Success of Women Faculty.
- Led Priority Setting COACHE Committee that analyzed the summary of 2015 COACHE (faculty climate) survey results and determined top five priorities for the institution.

UCF GLOBAL Responsibilities and Examples of Accomplishments

- Led UCF's efforts to raise its global profile and develop a coherent, aspirational vision for the university's international activities, including strategic partnerships that extended, enhanced, and integrated a rich network of international relationships and activities in service to UCF's mission.
- Formed internal international affairs committee with membership spanning Student Affairs, Office of Diversity, all 13 Colleges, and UCF Global focused on improved communication, transparency, strategy, and collaboration in our collective quest to advance UCF's global initiatives.
- Managed the Global Achievement Academy (GAA) initiative to increase international student population.
- Managed a UCF Global (International Affairs and Global Strategies) unit with100 FTE and $4M budget; Successful integration of units (Study Abroad, English Language Institute, and International Services Center) into a single UCF Global unit with shared services and gained synergies.
- Led building and opening of new Global UCF Building (UCF's new International Hub) bringing together UCF Abroad, English Language Institute, Immigration Services, and Global UCF Program.
- Increased the number of UCF Students Abroad by 50% from 2016 to 2017.
    - Worked together with the UCF Development Team to expand philanthropic support of UCF Abroad.
    - Launched new grants program to develop 30 new Faculty-Led Study Abroad Programs.
- Increased enrollment in the English Language Institute through strategic international partnerships; Strengthened partnerships across colleges and the English Language Institute through support of 10 GTAs in MA and PhD programs in TESOL in College of Arts and Humanities and the College of Education and Human Performance; Led successful accreditation of English Language Institute.

ASSOCIATE DEAN, COLLEGE OF SCIENCES, UCF (2011- 2015)

The College of Sciences consisted of 10 academic departments spanning communication and the physical, biological, social, behavioral, and computational sciences.

Responsibilities and Examples of Accomplishments

- Facilitated, Monitored and Tracked Researchers' proposals and grants; budgeted and managed indirect/overhead funds; Developed and Coordinated seed grants program; Developed and Coordinated Research Focused New Faculty Mentoring Program; Developed innovative programs/initiatives that led to an increase in external funding.
    - Developed and implemented research focused mentoring program for first year tenure track faculty; The success of this program resulted in two additional mentoring programs (assistant/associate professors and instructors/lecturers) that were subsequently scaled across the university.
    - Developed and co-funded with the Office of Research and Commercialization (ORC) a seed program for tenured associate professors that yielded a 10:1 ROI.
    - Developed "meet your program manager" travel fund and program together with ORC.
    - Recruited seasoned NIH panelists to conduct a mock NIH role play "review panel" jointly with the College of Medicine to strengthen junior faculty proposals.
- Coordinated tenure and promotion, faculty awards, annual evaluations, faculty elections, cumulative progress evaluations, college committees, faculty grievances, conflict of interest, and interviewed faculty candidates.
- Envisioned and designed iSTEM (collaboration of 4 STEM/Education Colleges).
- Coordinated Annual Assessment of 40 Academic Programs.
- Assisted the dean with executive board and fundraising.
- COS Research and COS Faculty Affairs improved accuracy, efficiency, and customer service during my leadership (faculty and staff annual surveys).

CO-DIRECTOR, (NSF $1.8M) EXCEL PROGRAM, UCF (2005-2013)

The EXCEL Program was supported for the first five years through a National Science Foundation $1.8M STEP 1A grant. I served as the Co-PI and later as the PI for the COMPASS Program which was supported through an NSF Step 1B ($1.8M) award. EXCEL is a retention program for declared STEM majors and COMPASS is a recruitment program for undecided majors with strong math predictors into STEM majors.

Responsibilities and Examples of Accomplishments

- Recruited, Trained, and Managed STEM faculty and graduate students supporting a 200 freshmen STEM learning community; Coordinated offices on campus to support EXCEL (admissions, advising, assessment, housing, orientation).
    - **Increased STEM 6-year graduation rates 40%.**
    - African American and Hispanic students experienced the largest retention gains from EXCEL.
    - EXCEL is currently a national flagship model for STEM retention.
    - EXCEL continues to receive over 700 applications annually for 200 spots.
- Secured external corporate and private donor funding to support:
    - GEMS (Girls EXCELing in Math and Science) peer mentoring program
    - WISE (Women in Science and Engineering) industrial mentoring program

NCAA FACULTY ATHLETICS REPRESENTATIVE, OFFICE OF THE PRESIDENT (2005-2008)

The NCAA Faculty Athletics Representative is a member of the faculty who has been designated by the institution to serve as a liaison between the institution and the athletics department, and as a representative of the institution in conference and NCAA affairs. The NCAA FAR reports directly to the university president and has three main responsibilities: academic integrity, institutional control, and student athlete welfare. From 2002-2005 I shadowed the 25+ year FAR prior to his retirement and assisted with NCAA certification, Athletics Director search, and the transition to C-USA.

Responsibilities and Examples of Accomplishments

- Led the development of UCF's first automated (efficient and accurate) system to certify the eligibility of student-athletes for competition. Secured buy-in and support from the Registrar, Undergraduate Studies, and Student-Athlete Advising teams.
    - Certified 500+ NCAA Student-Athletes for competition biannually.
    - Student-Athletes excelled academically (GPA/eligibility/APR).
- Monitored compliance of athletics programs.
- Monitored and supported student-athlete welfare.
- Provided leadership in the governance of athletics and represented the President in academic and student-athlete matters to the athletics department and to faculty.
    - **Chair**, University Athletics Committee
    - Liaison to the Faculty Senate
    - **Board Member,** UCF Athletics Association (2006-2008)
    - Assisted in the successful transition from Atlantic Sun Conference to C-USA.
    - Engaged the FAR's in C-USA on approaches and policies.
- Assisted in the successful integration of collegiate athletics into the fabric of UCF.
    - Secured a faculty block in the on-campus football stadium at the time of its opening.
    - Chaired the Athletics Director Search Committee (2006).
    - Collaborated with the SWA to support a women's sports fundraising initiative.

FACULTY APPOINTMENTS

Professor, School of Mathematical and Statistical Sciences, CLEMSON (2017 – present)
*Professor***,** Department of Mathematics, UCF (2008 – 2017)
*Associate Professor***,** Department of Mathematics, UCF **(**2002 – 2008)
*Assistant Professor***,** Department of Mathematics, UCF **(**1997 – 2002)
Instructor, Department of Mathematics, Shoreline Community College, Seattle, WA (1996-1997)

HONORS AND AWARDS

National Recognition of Excellence in Research

Fellow, SPIE (International Society for Optics and Photonics) 2007
Young Investigator Award, Office of Naval Research 2001
National Doctoral Fellowship, National Physical Science Consortium 1993-1997

University of Central Florida Recognition of Excellence

Pegasus Professor 2015
Award that recognizes excellence in teaching, research, and service of senior faculty.
Permanent titled professorship and a one-time supplement

Teaching Incentive Program Award* 2002/2007/2012
Award that recognizes excellence in teaching.

Scholarship of Teaching and Learning Award* 2007/2012
Award that recognizes excellence in scholarship of teaching and learning.

University Professional Service Award 2007/2003
Award that recognizes excellence in professional university service.

Sabbatical Award: *Naval Research Laboratory* 2005

Research Incentive Award* 2004
Award that recognizes excellence in scholarship of teaching and learning.

College of Arts and Sciences Distinguished Researcher Award 2003

College of Arts and Sciences Excellence Undergraduate Teaching Award 2001

*Competitive university award with permanent $5,000 increase to salary.

CONTRACTS & GRANTS

2015-2016	**Peace Corps** Co-Principal Investigator	*Peace Corps Campus Recruitment* **$21,500**
2014-2019	**National Science Foundation** Co-Principal Investigator	*CAMP-YES* **$525,000**
2013- 2014	**National Science Foundation** Principal Investigator	*NSF Workshop (MOOCs)* **$50,000**
2012-2017	**National Science Foundation** Principal Investigator	*COMPASS (STEP 1B) Program* **$1,800,000**
2012-2016	**National Science Foundation** Co-Principal Investigator	*STEP Workshop: WORKStep* **$50,000**
2009-2011	**National Science Foundation** Co-Principal Investigator	*Collaborative Research: SCC Advance* **$50,000**
2008-2013	**National Science Foundation** Co-Principal Investigator	*Young Entrepreneur and Scholar Program* **$600,000**
2006-2009	**Naval Research Laboratory** Investigator	*Laser Propagation in the Marine Environment* Principal **$49,000**
2005-2010	**National Science Foundation** Co-Principal Investigator	*EXCEL (STEP 1A) Program* **$1,800,000**
2005	**Naval Research Laboratory** Principal Investigator	*Laser Experiment Analysis* **$24,864**
2003 – 2005	**Florida Space Grant Consortium** Principal Investigator **Florida Space Grant Consortium** Principal Investigator **Florida Space Grant Consortium** Principal Investigator	*Scintillation in an Earth to ISS Link* **$12,000** *Earth to ISS LaserCom Channel* **$60,000** *Laser Communications* **$29,895**
2001 – 2004	**Office of Naval Research** Principal Investigator	*Turbulence Effects on LIDAR* **$278,081**
1999 – 2000	**SPAWAR** Principal Investigator	*Multi-Spectral Imaging Laser Radar System* **$66,498**

BOOKS AND BOOK CHAPTERS

Books

Cynthia **Young**, *Algebra and Trigonometry*, 5th Ed., John Wiley & Sons Inc., (2021).

Cynthia **Young**, *Trigonometry*, 5th Ed., John Wiley & Sons Inc., (2021).

Cynthia **Young**, *College Algebra*, 5th Ed., John Wiley & Sons Inc. (2021).

Cynthia **Young**, *Precalculus*, 3rd Ed., John Wiley & Sons Inc., (2018)

Cynthia **Young**, *Algebra and Trigonometry*, 4th Ed., John Wiley & Sons Inc., (2017).

Cynthia **Young**, *Trigonometry*, 4th Ed., John Wiley & Sons Inc., (2017).

Cynthia **Young**, *College Algebra*, 4th Ed., John Wiley & Sons Inc. (2017).

Cynthia **Young**, *Precalculus*, 2nd Ed., John Wiley & Sons Inc., (2013).

Cynthia **Young**, *Algebra and Trigonometry*, 3rd Ed., John Wiley & Sons Inc., (2012).

Cynthia **Young**, *Trigonometry*, 3rd Ed., John Wiley & Sons Inc., (2012).

Cynthia **Young**, *College Algebra*, 3rd Ed., John Wiley & Sons Inc. (2012).

Cynthia **Young**, *Precalculus*, John Wiley & Sons Inc., (2010).

Cynthia **Young**, *Trigonometry*, 2nd Ed., John Wiley & Sons Inc., (2009).

Cynthia **Young**, *Algebra and Trigonometry*, 2nd Ed., John Wiley & Sons Inc., (2009).

Cynthia **Young**, *College Algebra*, 2nd Ed., John Wiley & Sons Inc. (2008).

Cynthia **Young**, *Algebra and Trigonometry*, John Wiley & Sons Inc., (2007).

Cynthia **Young**, *Trigonometry*, John Wiley & Sons Inc., (2006).

Cynthia **Young**, *College Algebra*, John Wiley & Sons Inc., (2005).

Larry C. Andrews, Ronald L. Phillips, and Cynthia **Young**, *Laser Beam Scintillation with Applications*, SPIE Engineering Press, (2001).

Book Chapters

Encyclopedia of Optical Engineering, L. C. Andrews and C. Y. **Young**, "Special Functions,"**,** R. G. Driggers (Editor), Marcel Dekker, New York (2003).

Space Sciences, Cynthia **Young** and Fredrick Thomas, "Women in Space," Volume 3: Humans in Space, Macmillan Reference USA, 2001.

Book Chapters/Proceedings (Editor)

Atmospheric Propagation IV, Editors C. Y. Young & G.C. Gilbreath, Proc. of SPIE, **6551** (2007).

Atmospheric Propagation III, Editors C. Y. Young & G.C. Gilbreath, Proc. of SPIE, **6215** (2006).

Atmospheric Propagation II, Editors C. Y. Young & G.C. Gilbreath, Proc. of SPIE, **5793** (2005).

Atmospheric Propagation, Editors C.Y. **Young** & J. R. Stryjewski, Proc. of SPIE, 4976 (2003).

Encyclopedia of Optical Engineering, L.C. Andrews & C.Y. **Young** (Topical Editors for Mathematics Section) Marcel Dekker 2003.

PUBLICATIONS – REFEREED JOURNAL PAPERS

*Graduate Student **Undergraduate Student

1. C.T. Belser*, D.J. Prescod*, A.P. Daire, M.A. Dagley, and C.Y. **Young**, "The role of faculty guest speakers and research lab visits in STEM major selection: A qualitative inquiry," *Journal of Career and Technical Education,* 33(1) 8-26 (2018).
2. D.J. Prescod*, A.P. Daire, M.A. Dagley, M. Georgiopolous, and C.Y. **Young**, "Exploring Negative Career Thoughts Between STEM Declared and STEM Interested Students," *Journal of Employment Counseling*, 55(4), 166-175 (2018).
3. C.T. Belser*, D.J. Prescod*, A.P. Daire, M.A. Dagley, and C. Y. **Young**, "The Influence of Career Planning on Career Thoughts in STEM-Interested Undergraduates," *The Career Development Quarterly*, 66 (2), 176-181 (2018).
4. C.T. Belser*, D.J. Prescod*, A.P. Daire, M.A. Dagley, and C. Y. **Young**, "Predicting Undergraduate Student Retention in STEM Majors Based on Career Development Factors," *The Career Development Quarterly*, 65 (1), 88-92 (2017).
5. J. London and C.Y. **Young**, "The Role of Massive Open Online Courses (MOOCs) in Engineering Education: Faculty Perspectives on its Potential and Suggested Research Directions," *International Journal of Engineering Education*, Vol 32, No. 4, 1788-1800 (2016).
6. M. A. Dagley, M. Georgiopoulos, A. Reece*, and C. Y. **Young**, "Increasing Retention and Graduation Rates Through a STEM Learning Community," *Journal of College Student Retention: Research, Theory & Practice*, 18(2), 167-182 (2016).
7. D.L. Hahs-Vaughn, C.D. Dziuban, C.Y. **Young**, "The Unknown Unknowns: Challenges, Opportunities, and Recommendations for Graduate Students from the Perspective of Postsecondary Administration," International Journal of Adult Vocational Education and Technology, 6(4), 19-29 (2015).
8. C. Y. **Young**, M. Georgiopoulos, S.C. Hagen, C.L. Geiger, M.A. Dagley-Falls, A.L. Islas, P.J. Ramsey, P.M. Lancey, R.A. Straney, D.S. Forde, and E.E. Bradbury, "Improving student learning in calculus through applications," *International Journal of Mathematical Education in Science and Technology*, 1464-5211 (2011).
9. N.A. Shorter*and C.Y. **Young**, "Comparing assessment methods as predictors of student learning in an undergraduate mathematics course*," International Journal of Mathematical Education in Science and Technology*, 1464-5211 (2011).
10. K. J. Mayer* and C. Y. **Young**, "Effect of an Atmospheric Spectrum Models on Scintillation in Moderate Turbulence," *J. of Modern Optics*, **55:7**, 1101-1117 (2008).
11. K. J. Grayshan*, F. S. Vetelino*, and C. Y. **Young**, "A Marine Atmospheric Spectrum for Laser Propagation, *Waves in Random and Complex Media* Volume **18**, Issue 1, Pages 173 – 184 (2008).
12. F. S. Vetelino*, K. J. Grayshan**, and C. Y. **Young**, "Inferring Path Average C_n^2 Values in the Marine Environment," *J. of the Optical Society of America A,* **24**, 3198-3206 (2007).
13. Frida Strömqvist Vetelino*, Cynthia **Young**, and Larry Andrews, "Fade statistics and aperture averaging for Gaussian beam waves in moderate-to-strong turbulence," *Applied Optics*, **46**, 3780-3789 (2007).
14. R. Lucke and C.Y. **Young**, "Theoretical Wave Structure Function When the Effect of Outer Scale is Significant," *Applied Optics*, **46,** 559-569 (2007).
15. Frida Strömqvist Vetelino*, Cynthia **Young**, Larry Andrews, and Jaume Recolons, "Aperture averaging effects on the probability density of irradiance fluctuations in moderate-to-strong turbulence," *Applied Optics*, **46**, 2099 – 2108 (2007).
16. A.J. Masino* and C.Y. **Young**, "Atmospheric-Induced Frequency Spread in Optical Waves," *Journal of Modern Optics*, **53**, 1879-1899 (2006).
17. F. S. Vetelino*, B. Clare, K. Corbett, C. **Young**, K. Grant, and L. Andrews, "Characterizing the Propagation Path in Moderate to Strong Optical Turbulence," *Applied Optics*, **45**, 3534-3543 (2006).
18. A.J. Masino* and C.Y. **Young**, "Double Pass Wave Structure Function in Weak to Strong Optical Turbulence," *Waves in Random and Complex Media* , **15**, No. 1, 71-89 (2005).
19. C.Y. **Young**, A.J. Masino*, F. E. Thomas*, and C. J. Subich**, "The Wave Structure Function in Weak to Strong Fluctuations: An Analytic Model Based on Heuristic Theory," *Waves in Random Media*, **14**, 75 – 96 (2004).
20. C.Y. **Young**, Yadira Gilchrest*, and Brian Macon*, "Turbulence Induced Beam Spreading of Higher Mode Optical Waves," *Optical Engineering*, 41, 1097 – 1103 (2002).
21. L.C. Andrews, M.A. Al-Habash, C.Y. Hopen (**Young**), and R.L. Phillips, "Theory of Optical Scintillation: Gaussian-Beam Wave Model," *Waves in Random Media* 11, 271-291 (2001).
22. L.C. Andrews, R.L. Phillips, and C.Y. Hopen (**Young**), "Aperture averaging of optical scintillations: power fluctuations and the temporal spectrum," *Waves in Random Media* 10, 53-70 (2000).
23. L.C. Andrews, R.L. Phillips, and C.Y. Hopen (**Young**), "Scintillation model for a satellite communication link at large zenith angles," *Optical Engineering*, 39, 3272 – 3280 (2000).

24. L.C. Andrews, R.L. Phillips, C.Y. Hopen (**Young**), and A. Al-Habash "Theory of Optical Scintillation," *J. of the Optical Society of America A*., 16, 1417-1429 (1999).
25. C.Y. Hopen (**Young**), "Optical Pulse Propagation through a Slab of Random Medium," *Waves in Random Media* 9, 1-10 (1999).
26. C.Y. Young, L.C. Andrews, A. Ishimaru, "Time-of-Arrival Fluctuations of a Space-Time Gaussian Pulse in Weak Optical Turbulence: An Analytic Solution," *Applied Optics*, 37, 7655-7660 (1998).
27. C. Y. **Young**, A. Ishimaru, L.C. Andrews, "Two-Frequency Mutual Coherence Function of a Gaussian Beam Pulse in Weak Optical Turbulence: An Analytic Solution," *Applied Optics*, **35**, 6522-6526 (1996).
28. L.C. Andrews, C.Y. **Young**, W.B. Miller, "Coherence Properties of a Reflected Optical Wave in Atmospheric Turbulence," *J. of the Opt. Soc. of America* **A 13**, 851-861 (1995).
29. C.Y. **Young** and L.C. Andrews, "Effects of a Modified Spectral Model on the Spatial Coherence of a Laser Beam," *Waves in Random Media* 4, 385-397 (1994).

PUBLICATIONS – CONFERENCE PROCEEDINGS

1. M. Dagley, C. **Young**, M. Georgiopoulos, M. Daire, C. Parkinson, D. Prescod, and C. Belser, "Recruiting Undecided Admits to Pursue a STEM Degree," *123rd ASEE Annual Conference and Exposition* (New Orleans) (2016).
2. L. Massi, P. Lancey, U. Nair, R. Straney, M. Georgiopoulos, C. **Young**, "Engineering and Computer Science Community College Transfers and Native Freshmen Students: Relationships Among Participation in Extra-Curricular and Co-Curricular Activities, Connecting to the University Campus, and Academic Success," *2012 Frontiers in Education Conference*, Seattle, WA, October 3-6, 2012.
3. L. Massi, M. Georgiopoulos, C. **Young**, C. Geiger, P. Lancey, D. Bhati, "Defining an Evaluation Framework for Undergraduate Research Experiences," *Proceedings of the 2011 ASEE Conference and Exposition*, Session AC 2011-1377, Vancouver, BC, June 26-29, 2011.
4. C. **Young**, M. Georgiopoulos, T. Crouse, C. Geiger, A. Islas, S. Hagen, M. Dagley-Falls, P. Ramsey, P. Lancey, "EXCEL in Mathematics: Applications of Calculus," *Proc. of the 2010 ASEE Conference and Exposition*, Session AC 2010-171, Louisville, KY, June 20-23, 2010.
5. M. Dagley-Falls, M. Georgiopoulos, C. **Young**, "Influencing sense of community in a STEM living-learning community: An NSF STEP funded project," *Proceedings of the 2010 ASEE Conference and Exposition*, Session AC 2010-777, Louisville, KY, June 20-23, 2010.
6. L. Massi, M. Georgiopoulos, C. **Young,** A. Ducharme, C. Ford, K. Small, P. Lancey, D. Bhati, "YES: An NSF S-STEM Scholarship Program Experience at the University of Central Florida," *Proceedings of the 2010 ASEE Conference and Exposition*, Session AC 2010-259, Louisville, KY, June 20-23, 2010.
7. F.S. Vetelino*, K.J. Grayshan*, C.Y. **Young**, K.J. Grant, L. Wasiczko, H.R. Burris, C. Morre, R. Mahon, M. Suite, and C. Gilbreath, "A New Marine Spectrum for Laser Propagation," *Proc. of SPIE*, **6551**, (2007).
8. F.S. Vetelino*, C. Y. **Young**, and L.C. Andrews, "Fade Statistics for Gaussian beam waves in moderate-to-strong turbulence," *Proc of SPIE*, **6399**, (2006).
9. F.S. Vetelino*, C. Y. **Young**, K. Grant, L. Wasiczko, H. Burris, C. Moore, R. Mahon, M. Suite, K. Corbett, B. Clare, C. Gilbreath, and W. Rabinovich, "Initial Measurements of Atmospheric Parameters in the Marine Environment," *Proc. of SPIE*, **6215**, (2006).
10. F.S. Vetelino*, J. Recolons, L. Andrews, C. **Young**, B. Clare, K. Corbett, and K. Grant, "PDF Models of the irradiance fluctuations in Gaussian Beam Waves*," Proc. of SPIE*, **6215**, (2006).
11. D. C. Cowan*, J. Recolons, L.C. Andrews, and C. Y. **Young**, "Propagation of flattened Gaussian Beams in the Atmosphere: A comparison of theory with a computer simulation model," *Proc of SPIE*, **6215**, (2006).
12. F.E. Thomas* and C. Y. **Young**, "Scintillation in moderate to strong optical turbulence along a slant path, *Proc. of SPIE*, **5793**, 237-249 (2005).
13. C.J. Subich*, C.Y. **Young**, and S.M. Watson, "Simulation of Wave Structure Function Through Atmospheric Propagation," *Proc. of SPIE*, **5793**, 231-236 (2005).
14. A.J. Masino*, C. Y. **Young**, L. C. Andrews, K.H. Swanger*, F. E. Stromqvist Vetelino*, K.J. Grant, K.A. Corbett, and B.A. Clare, "Mean Irradiance: experimental and theoretical results," *Proc. of SPIE*, **5793**, 178-184 (2005).
15. F. E. Stromqvist Vetelino*, C. Y. **Young**, L. C. Andrews, K.J. Grant, K.A. Corbett, and B.A. Clare, "Scintillation: Theory vs Experiment," *Proc. of SPIE*, **5793**, 166-177 (2005).

16. C.Y. **Young**, A.J. Masino*, and C.J. Subich*, "Atmospheric Induced Frequency Fluctuations along a Slant Path," *Proc of SPIE*, **5338**, 253-259 (2004).
17. A. J. Masino*, C. Y. **Young**, and F. Thomas*, "Moderate-Strong Theory Applied to Second Order Statistics," *Proc. of SPIE*, **4976**, 188-194 (2003).
18. C.Y. **Young**, A. J. Masino*, and F. Thomas*, **"**Phase Fluctuations in Moderate to Strong Turbulence," *Proc. of SPIE*, **4976**, 141 – 148 (2003).
19. C.Y. **Young**, "Recent Advances in Modeling of Laser Propagation through the Earth's Atmosphere," *19th Congress on the International Commission for Optics*, Proc. of SPIE, **4829,** 187-188 (2002).
20. C.Y. **Young**, "Broadening of Ultra-short Optical Pulses in Moderate to Strong Turbulence," *Proc. of SPIE*, **4821,** 74-81, (2002).
21. C.Y. Hopen (**Young**), Y.V. Gilchrest*, B.R. Macon*, "Turbulence Induced beam spreading of higher order mode optical waves," *Proc. of SPIE*, **4489,** 146-155 (2001).
22. L.C. Andrews, R.L. Phillips, and C.Y. Hopen (**Young**) "Aperture averaging and the temporal spectrum of optical scintillations," *Proc. of SPIE* **3866,** 268-277 (1999).
23. L.C. Andrews, C.Y. Hopen (**Young**), M.A. Al-Habash, R.L. Phillips, and D.E. Tjin-Tham-Sjin, "Fade statistics associated with space/ground laser communication link at large zenith angles," *Proc. of SPIE*, **3763**, 268-277 (1999).
24. C.Y. Hopen (**Young**) and L.C. Andrews, "Optical Scintillation of a Gaussian Beam in Moderate-to-Strong Irradiance Fluctuations," *Proc. SPIE*, **3706**, 142-150 (1999).
25. D.E. Kelly, C.Y. **Young**, and L.C. Andrews, "Temporal Broadening of Ultrashort Space-Time Gaussian Pulses with applications in laser satellite communication," *Proc. SPIE* **3266,** 231-240 (1998).
26. L.C. Andrews and C.Y. **Young**, "Effects of a Modified Spectrum on the Wave Structure Function of a Gaussian Beam," *Proc. SPIE* **2222**, 752-758 (1994).
27. C.Y. **Young**, D.A. Howard, and L.C. Andrews, "The Mutual Coherence Function Based on a Bump Spectrum for Refractive Index Fluctuations," *Proc. of SPIE*, **1968**, 401-412 (1993).

INVITED TALKS

1. "Massive Open Online Courses (MOOCS) and Engineering Education," National Science Foundation [2014].
2. "Bridging the GAP," *Virginia Beach Public Schools Professional Development,* [2012].
3. "Top 10 Teaching Tips: Improve Conceptual Understanding in Mathematics," *VMATYC* [2012].
4. "Trends in GEP Mathematics in Higher Education," *Congressional STEM Education Caucus*, Washington, DC [2012].
5. "Integrating Inquiry Based Learning into College Algebra and Trigonometry," *TCCTA* [2012].
6. "Improving Student Learning in MAT 1033 and MAC 1105," and "Enhancing the Traditional Approach," *Title III Math Redesign, Santa Fe Community College* [2009].
7. "Improving Student Learning in College Algebra and Developmental Math for Student Success", *Anne Arundel Community College* [2008].
8. "Assessing everyone in the Classroom*," Suffolk County Community College* [2007].
9. "Improving Retention in Math 111, 120, and 121," *Virginia State University* [2007].
10. "Improving Student Learning in MAC 1105, MAC 1114, and MAC 1140," *MAA FL* [2007].
11. "Atmospheric Propagation and Channel Effects," *College of Optics,* UCF [2007].
12. "Improving Student Learning in the Algebra, Trigonometry, and Precalculus Environments," *Tidewater Community College* [2007].
13. "The UCF EXCEL Program," Department of Mathematics, UCF [2006].
14. "Identifying and Addressing Challenges in the College Algebra Classroom," Faculty Network Workshop on College Algebra, Chicago [2006].
15. "Atmospheric Laser Propagation," *The Boeing Company,* Albuquerque, NM [2005].
16. "Mathematical Modeling of Atmospheric Effects on Laser Beams," *Armstrong Atlantic State University* [2005].
17. "Atmospheric Propagation," *Applied Optics and Photonics, School of Engineering and Physical Sciences, at Heriot-Watt University*, Edinburgh, Scotland [2004].
18. "Recent Advances in Modeling of Laser Propagation through the Earth's Atmosphere," International Symposium on Optics, Florence, IT [2002].

TEACHING AND LEARNING

Undergraduate Courses Taught

MAT 1033: Intermediate Algebra
MAC 1105: College Algebra
MAC 1114: College Trigonometry
MAC 1140H: Honors Precalculus Algebra
MAC 2147: Pre-Calculus
MAC 2311: Calculus I
MAC 2312: Calculus II
MAC 2313: Calculus III
MAP 2302: Differential Equations
MAP 4363: Applied Boundary Value Problems I
MAP 4364: Applied Boundary Value Problems II

Graduate Courses Taught

MAP 5435: Advanced Engineering Math
MAP 5426: Special Functions
MAP 6938: Wave Propagation through Random Media

Supervision of Graduate Teaching Assistants

- Mohammad Obeidat, 2017
- Lauren Thomas (McNair Scholar) 2013 – 2015
- COMPASS Program (6 GTAs), 2012 – 2013
- EXCEL Program (10 GTA's annually), 2008-2013
- EXCEL program (8 GTA's annually), 2006-2008

Thesis/Dissertation Advisor

- Gabriella Rejniak, M.S., Mathematical Sciences, May 2012
- Nichole Shorter, M.S., Applied Mathematics, Dec 2008
- Ken Mayer, M.S., Industrial Mathematics, May 2007
- Frida Vetelino, Ph.D., Mathematical Science, 2006
- Doris Cowan**, Ph.D., Applied Mathematics, 2006 ** Co-Advised with Larry Andrews
- Fredrick Thomas, M.S., Mathematical Science, 2005
- Aaron Masino, Ph.D., Applied Mathematics, 2004
- Kim Muterspaugh, M.S. Mathematical Science 2001
- Yadira Gilchrest, M.S. Mathematical Science 2000
- Alysen Heil, M.S. Mathematical Science 1999

Research Supervisory Committee

- Diandra Prescod, Ph.D., Counselor Ed., 2014
- Tobias Schmid, Ph.D, Optical Sciences, 2010
- Ammar Al-Hamed, Ph.D. Industrial Engineering, 2006
- Olga Karotkova, Ph.D., Mathematical Science, 2004
- Souley Konate, M.S., Mathematical Science, 2004
- Paul Liptack, M.S., Industrial Mathematics, 2004
- Barbara Clanton, Ph.D. Mathematics Ed., 2004
- Frida Vetelino, M.S. Mathematical Science, 2003
- Greg Hall, M.S. Electrical Engineering, 2002
- Anne Bower, M.S. Mathematical Science 2001
- Maria Hedrick, Ph.D. Mathematics Ed., 2001
- Russell M. Takashima, M.S. Applied Math., 2001
- James Richards, M.S. Electrical Engineering, 2001
- Brian Macon, M.S. Mathematical Science, 2000
- Ammar Al-Habash, Ph.D. Applied Math., 2000
- Clarrisa Russell, M.S. Mathematical Science, 2000
- Sidra Van DeCar, M.S. Mathematical Science, 1999
- Deborah Kelly, Ph.D. Applied Mathematics, 1998

Supervision of Graduate Research Assistants

- Amber Reece (2014- 2015)
- Heidi Eisenreich (2012 – 2014)
- Todd Smith (2007- 2008)
- Frida Vetelino (2004-2007)
- Fredrick Thomas (2003-2005)
- Doris Cowan (2003-2006)
- Aaron Masino (2002-2005)
- Eric Nelson (1999-2000)

Supervision of Undergraduate Research Assistants

- Ricardo Rodriquez (2009-2010)
- Dominique Ross (2008)
- Katie Grayshan (2005-2007)
- Kenneth Swanger (2004-2005)
- Christopher Subich (2002-2005)
- Clare Bush (2002-2003)
- Sarah Walden (2002-2004)
- Fredrick Thomas (2001-2003)

LEADERSHIP DEVELOPMENT

- *Academy for Innovation in Higher Education Leadership* ASU/Georgetown, 2014-2015
- *82nd National Women's Leadership Council* American Council of Education, 2013
- *Leadership Enhancement Program* UCF 2001-2002

PROFESSIONAL SERVICE

STATE OF FLORIDA

- General Education Program Mathematics Committee **(**2012)

CONFERENCE CHAIR ORAGNIZER (International Conferences)

- *SPIE Defense Symposium*, **Atmospheric Propagation IV** (2007)
- *SPIE Defense Symposium*, **Atmospheric Propagation III** (2006)
- *SPIE Defense Symposium*, **Atmospheric Propagation II** (2005)
- *SPIE Photonics West Symposium*, **Atmospheric Propagation Conference II** (2004)
- *SPIE Photonics West Symposium*, **Atmospheric Propagation Conference I** (2003)

WORKSHOP CHAIR ORGANIZER

- **Laser Radar Workshop -** January 15, 2002, Florida Space Authority

EDITOR

- *Encyclopedia of Optical Engineering*, L. C. Andrews and C. Y. Young (Topical Editors for Mathematics Section), Marcel Decker Inc. (2003).
- *Atmospheric Propagation*, C.Y. Young & John Stryjewski, SPIE, LASE 2003-2004.
- *Atmospheric Propagation II*, C.Y.Young & G.C.Gilbreath,SPIE Defense Symposium 2005.
- *Atmospheric Propagation III*, C.Y. Young & G.C. Gilbreath, SPIE Defense Symposium 2006.

CURRENT BOARD LEADERSHIP

BOARD OF DIRECTORS, Executive Committee
SC BIO- LIFE SCIENCES INDUSTRY
A statewide, not-for-profit, public/private life sciences industry association and economic development organization formed to actively promote, build, support, expand, and convene South Carolina's life sciences industry. Official state affiliate of BIO (the Biotechnology Innovation Organization).

BOARD OF TRUSTEES
SC GOVERNOR'S SCHOOL FOR SCIENCE & MATHEMATICS
A public, residential high school that seeks out and advances South Carolina's most talented and motivated students, offering a transforming education in science, mathematics, and engineering that cultivates joy in learning and builds the confidence to engage as ethical leaders with the world's most significant issues.

UNIVERSITY SERVICE

UCF STRATEGIC PLAN: *COLLECTIVE IMPACT*

University strategic plan 2016 with goals spanning 5-30 years [Scale x Excellence = Impact]

- Development: **Co-Chair** for Value Dimension 2015-2016
- Implementation: **Lead** for Strengthening and Diversifying UCF's Faculty and Staff 2016-2017

EXECUTIVE LEADERSHIP SEARCH COMMITTEES

- **Chair**, Provost Search Committee, 2014
- Member, Provost Search Committee, 2009
- **Chair**, Athletics Director Search Committee, 2006
- Member, Athletics Director Search Committee, 2003

ATHLETICS

- **Board Member,** UCF Athletics Association (2006-2008)
- **Chair**, University Athletics Committee (2005-2008)
- Academic Eligibility Retention Committee (2003-2008)

FACULTY SENATE

- Faculty Senate Personnel Committee (2015- 2017)
- College of Arts and Sciences At Large Senator (2002-2003, 2003-2004)
- Faculty Senate Steering Committee (2002-2003, 2003-2004)

UNIVERSITY COMMITTEES

- President's Advisory Staff (2015- 2017)
- University Budget Committee (2015- 2017)
- **Chair**, COACHE Committee (2015-2017)
- **Chair,** Associate Deans Council (2015- 2017)
- UCF Downtown Steering Committee (2014-2016)
- UCF Master Planning Committee (2014-2015)
- **Co-Chair**, Foundations of Excellence, Gardner Institute (2014-2015)
- Undergraduate Research Council (2002-2005)
- **Chair**, Women in Science and Engineering (2000-2004)

SEARCH COMMITTEES- FACULTY AND ADMINISTRATIVE

- **Chair,** Geospatial Analysis Cluster multiple hires (2014)
- **Chair**, Executive Director of Financial Aid (2013)
- Director of the Burnet School of Biomedical Sciences (2013)
- Dean of the College of Optics and Photonics (2007)
- Dean of the College of Sciences (2006)
- Associate Dean for the College of Arts and Sciences (2003)
- Chair of the Physics Department (2003)

FACULTY CENTER FOR TEACHING AND LEARNING

- New Faculty Orientation
- Summer/Winter Workshop Presenter (Dos and Don'ts of T&P Dossiers, Career Mapping, Publishing, Research, Diversity and Inclusion, Women's Success track)