



## USF Board of Trustees

Tuesday, March 22, 2022 @ 9 AM  
Traditions Hall, Gibbons Alumni Center

### A G E N D A

**I. Call to Order** Chair Will Weatherford

**II. Interview Candidates for USF President** Search Committee Chair Mike Griffin

a. 9:15-10:15am: [Jeffrey W. Talley](#)

b. 10:30-11:30am: [Rhea F. Law](#)

*Please note that this schedule is subject to change at the Chair's privilege.*

**III. New Business – Action Item**

**FL 101** – [Approval of Presidential Appointment for Confirmation by the Florida Board of Governors](#)

Search Committee Chair Mike Griffin

**FL 102** – [Approval of Substantive Presidential Contract Terms](#)

Gerard Solis, General Counsel

**FL 103** – [Review of Compensation Study and Approval of Compensation Decisions](#)

Angie Sklenka, VP and CHRO

**IV. Adjournment**

Chair Weatherford

February 22, 2022

Presidential Search Committee  
University of South Florida  
4202 E. Fowler Avenue  
Tampa, FL 33620

Re: Letter of Interest

Dear Presidential Search Committee:

With its steady and significant advancements as a global teaching and research institution, the University of South Florida (USF) stands at an important threshold to the future. Your next president will clearly play a pivotal role in this. Simply put, I want to be your next president, but not as a stepping-stone to something else. I will work closely with your Board of Trustees, while empowering the Provost and the various academic executives. I will be a good peer and teammate to the faculty and staff. I will work with city, state, and national leaders, while advancing gift-giving from alumni and friends. I am fully committed to ensuring students work and live in an environment that fosters unparalleled learning and growth. I appreciate and value the dignity of every human being. It is with humility and a deep sense of respect, that I have enclosed my biography, resume, and CV for your consideration.

My professional experience represents an integration of leadership in academia, business, and government. As an academic leader, I know what it is like to balance teaching with the development of a world-class externally funded research program. I understand the management and administrative needs of a university. I respect and enjoy the excitement of helping students, staff, and faculty realize their full potential, helping each achieve what they may not have thought possible. As a business leader, I appreciate the importance of generating value that is cost-effective to clients through product development and solutions services. I also recognize the need to generate growth with proper accountability. As a government leader, I had the privilege of leading large global organizations in stressful and harsh environments. In sum, I believe my broad background provides an excellent foundation to lead USF in today's complex world.

In the presidential prospectus, eleven opportunities and challenges are identified for the next USF President. I will briefly address each of them.

- *Establish a bold vision for the future*

USF is already a respected national university, but it can do more to raise its overall ranking while advancing all schools and disciplines, without leaving behind its responsibilities to the state and Florida citizens. There should be a goal to reinvest in those areas where it is believed the trajectory of that program or discipline could achieve a top 50 ranking within the next 5-10 years. This is not to suggest that other programs should not receive strong support, only that each respective college/school should have a clear focus since there is never unlimited resources. I believe USF could easily advance to be one of the top 25 in public schools and best colleges for veterans, plus much more. The president will need to work diligently with the Board of Trustees, the Provost, and the respective Deans, and others, to develop and layout a roadmap for the future. This effort must recognize and support the unique contributions of each USF campus, while advancing the strength and value of USF. It should revalidate and advance what has already been laid out in the USF 2022-

2027 Strategic Plan. I hold an advanced degree in strategy and have been the architect of numerous strategic plans for large diverse organizations.

- *Building relationships with legislators and key stakeholders*

The President of USF must be a great team builder, listener, and communicator in all that he/she does. This is especially true with respect to the state legislature, to include the office of the Governor. As the Chief of Army Reserve, I commanded all Army Reserve forces in all states and territories. I worked personally with state legislatures, including many governors. In Florida, I had 33 facilities, 173 units/detachments, approximately 9,000 Soldiers/civilians, for an economic impact of almost \$250 million dollars. As a General Officer, I am trained to be non-political, and to work with and develop strong relationships with politicians and their staffs regardless of their party affiliation. As a small business owner and a corporate executive, I understand the needs of the business community. I am confident that I could forge personal relationships with key stakeholders in academia, business, and government across Tampa Bay, Florida, and the nation. I will be a fierce champion for USF.

- *Leveraging the unique attributes of each campus*

Having a strategy that integrates the attributes of each campus, while sharing USF's collective mission and heritage is a must for the university's growth and advancement. To be candid, most universities with multiple campuses struggle with this. The starting point is to determine what the true uniqueness of each campus is, and then reinforce it in a way that does not directly compete with the other campuses, all while promoting a single USF brand. Often, the university's main identity is linked to the "flagship" campus, resulting in the other campuses developing an inferiority complex. Creating a culture that binds everyone together, while recognizing their differences can be done. I have done this in multiple organizations with strong success.

- *Spearheading USF's efforts to develop new resources*

Next to providing a safe environment for learning and working, I believe developing new resources is the most important function of a university president. It should take a significant amount of time and energy, and if done right, it will strengthen ties with its stakeholders. The president of a university must be exceptionally strong at developing relationships and partnerships that can generate significant resources. I consider this to be one of my strengths. I am very good at finding legal and ethical ways to partner with individuals and organizations that provide financial benefits to the organizations I serve. In academia, I have supported *successful team efforts* at the department, college, and university level with respect to gift-giving. This included the creation of scholarship funds for women engineers and scientists, research initiatives, laboratory/facility enhancements, and named faculty positions. In my executive role at IBM, I was directly responsible for bringing in hundreds of millions of dollars in business development per year. As the Chief of the Army Reserve, I prepared and defended before the Army staff, the DoD, and the U.S. Congress an annual operating budget of \$9 Billion dollars. I know I can have significant impact in this area.

- *Enhancing USF's infrastructure*

In the Army there is a saying that "tactics are for amateurs and logistics are for experts." What this means is that the tough and difficult daily tasks of providing infrastructure and essential services across a large organization requires real expertise. This is not to undervalue the contributions of traditional academics, but only to underscore the importance of providing appropriate operational support so they can focus on what they do best. I have significant experience in providing and advancing infrastructure and essential support across large diverse organizations. Understanding and delivering this myriad of broad functions across all three campuses is a must for the next USF President.

- *Guiding USF through consolidation*

Consolidation processes to reduce redundancies and improve efficiencies strengthens the overall university, while recognizing the distinct needs of each campus and their associated communities. All institutions want to be assured that their leaders are good stewards of its resources. Critical to this effort is accountability, auditability, and transparency. Assessing processes and procedures within an organization ensures they remain relevant and effective. This is a necessary leadership function. I have successfully executed consolidations in large, complex, global organizations where the balance sheets were measured in the billions of dollars. I am confident I can clearly demonstrate my strong capabilities in this critical area.

- *Strengthening USF's leadership team*

The most important thing leaders do is grow other leaders. Nowhere is this more evident than at a university. Your next president must be a great team builder, listener, and communicator in all that he/she does. They must instill trust and mutual respect. They must be the Chief-Story-Teller, sharing USF's bold and exciting vision to those internal and external to the university. He/she must mobilize all the friends and members of the USF family to bring new energy to the university and its outreach efforts. I am confident that I could forge meaningful relationships with academic, government, and business leaders across Tampa Bay, Florida, and the nation. I feel extremely optimistic that I could clearly articulate the value proposition that USF provides in world-class education. Especially important is the function of underwriting risks so leaders will be emboldened to be creative and future-thinking.

- *Strengthening USF's community ties*

Most great universities are in great cities and communities. USF is very fortunate to be in the Tampa Bay region, and it is fair to say that the university's continued advancement cannot happen without the strong support of the Tampa Bay community. Strong community outreach benefits everyone. It can enrich the experiences of faculty, staff, and students, while enhancing the quality of life for community residents. I have been a strong promoter and participant of local engagement at every university at which I have worked. Examples include everything from developing environmental technologies at the University of Notre Dame for application in poor communities in South Bend, to supporting local veteran's initiatives in Los Angeles while at the University of Southern California. I have a long track record of embracing the cities and communities where I have lived and worked. In the military, I worked extensively on collaborative programs that integrated city, state, and national priorities. In my consulting practice, I specialize in public private partnerships that bring together academia, government, not-for-profits, and businesses. I am extremely confident I could help USF advance its already solid relationship with the communities of Tampa, St. Petersburg, and Sarasota-Manatee.

- *Recruiting and retaining USF's world-class people*

A university is only as good as the faculty, staff, and students it can attract and retain. These investments need to come in the form of endowed faculty positions, improved research facilities, increased scholarships for students, and higher salary for faculty and post-doctorate fellows. Advancing the student experience is also critical here, from improving their understanding of the USF mission, to providing challenging academic pursuits, and opening their eyes to personal growth through community service. In my view, students make the best recruiters for new students. But the best way to enable success is through the personal example of USF's President. He/she must be directly involved in helping the faculty and staff go after and keep the best people. The President should consciously and deliberately set the tone for the university in this regard.

- *Enhancing USF's commitment to diversity, equity, and inclusion*

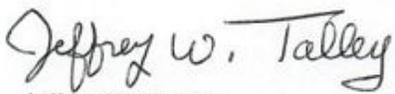
I believe the most important responsibility of a university president is to create a safe environment for faculty, staff, and students. This includes ensuring the principles of diversity, equity, and inclusion are the norm. Disrespect that originates because of someone's race, religion, sexual orientation, economic background, or another characteristic is simply not acceptable. Special attention needs to be placed on ending all sexual assault/sexual harassment, an ever-challenging problem on college campuses. Additional emphasis needs to be applied to drug and alcohol abuse that can often be present in university settings. Nothing will destroy a university quicker than not upholding these basic standards of dignity and respect. I have a lot of experience in dealing with these sensitive issues in the military, business, and academia. I am a fierce supporter of diversity, equity, and inclusion. I am completely committed to ensuring USF is a leader in this area. I have a very strong personal history as a leader in promoting change as it relates to underrepresented groups.

- *Reinforcing the role of USF athletics*

Having a strong athletics program is one of the best ways to advance a university in so many areas. Although the focus should be on student-athlete vs athlete-student, having winning and successful programs can have a huge upside in terms of gift-giving, recruitment, and retention. Plus, it just amplifies the fun factor for everyone involved. I saw this first-hand when I was on faculty at Notre Dame, and University of Southern California - both schools did this very well. I believe USF has done remarkable things in this area, but your next President should be a strong promoter of athletics. Although most universities will tend to be known as a football school or a basketball school, etc., there must be a deliberate effort to support all sports with excellent facilities and strong financials. I will absolutely be USF's biggest fan for all programs - Go Bulls!

In closing, many national universities are considering non-traditional candidates to lead their institutions. These are leaders who have experiences in and outside of academia. I would propose to you that my broad background makes me a strong candidate for your consideration. Although my basic academic skills and experiences are quite strong, I recognize that I have not been a Dean or a Provost; however, I believe that my leadership experiences outside of academia demonstrate equivalent abilities. The stereotypes you often see in movies about Generals being overly direct militant leaders who do not listen is not correct. I am a good listener, and my leadership style is a "big tent" approach, where everyone is welcome, and we collectively strive for a collaborative outcome. If selected as your next president, I won't disappoint you. I hope that you will afford me the opportunity to interview. On a personal note, my mother lived outside of Tampa most of her adult life - she loved it and so do I.

Respectfully,

  
Jeffrey W. Talley

Enclosures: bio, resume, CV

**JEFFREY W. TALLEY**  
Ph.D., P.E., BCEE, D.WRE  
Lieutenant General, U.S. Army (Retired)

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**EDUCATION**

Executive M.B.A.      **University of Oxford**, 2011  
Oxford, England

M.S.S.                **U.S. Army War College**, 2003 (Strategic Studies)  
Carlisle, Pennsylvania

Ph.D.                 **Carnegie Mellon University**, 2000 (Civil & Environmental Engineering)  
Pittsburgh, Pennsylvania

M.S.E.                **The Johns Hopkins University**, 1995 (Environmental Engineering & Science)  
Baltimore, Maryland

M.L.A.                **Washington University**, 1988 (Liberal Arts - History/Philosophy)  
St. Louis, Missouri

M.A.                 **Assumption College (Ecumenical Institute)**, 1985 (Religious Studies)  
Worcester, Massachusetts

B.S.                  **Louisiana State University**, 1981 (Forestry - Natural Resource Management)  
Baton Rouge, Louisiana

**EXPERIENCE**

2022-Present      **Member, National Security Advisory Council, U.S. Global Leadership Coalition**, Washington DC

The U.S. Global Leadership Coalition (USGLG) works in our nation's capital and across the country to strengthen America's civilian-led tools — development and diplomacy — alongside defense. The USGLG's National Security Advisory Council (NSAC) includes more than 200 retired three- and four-star generals and admirals, representing five branches of the Armed Forces, united in support of advancing America's national security by strengthening all the tools of national security.

2021-Present      **Independent Director, Not-for-Profit Board of Directors, Marmion Abbey/Academy**, Aurora, Illinois

Marmion Abbey is a Benedictine community of monks. The Benedictines own and operate Marmion Academy, a Catholic college preparatory high school for boys which promotes leadership and excellence in all fields. The monks of

Marmion and the leadership of the academy work together for promoting a Christian and monastic vision of life for youth and for the wider Marmion family. The mission of the Abbey is built upon prayer and work as well as pastoral assistance. Serve on the Development (gift-giving) Committee.

2020-Present

**Independent Director, Not-for-Profit Board of Directors, Environmental & Energy Study Institute (EESI), Washington DC**

EESI was founded in 1984 by a bipartisan group of members of Congress to inform the debate and decision-making on energy and environmental policies. EESI is a 501(c)(3) non-profit organization dedicated to promoting sustainable societies. EESI's strength lies in translating complicated subjects into compelling stories, case studies, and user-friendly materials for policymakers and the public.

2020-Present

**President & CEO, The P3i Group LLC, Scottsdale, Arizona**

Founded The Public Private Partnership Initiatives (P3i) Group as an advisory services firm that brings together people, technology, and solutions from across government, business, not-for-profit, and academia. Provide senior management consulting to clients, with emphasis on the application of P3s to solve complex problems and create new opportunities.

2019-Present

**Independent Director, Public Company Board of Directors, BluMetric Environmental Corporation, Ottawa, Ontario, Canada**

BluMetric, a diverse water, earth, and energy company providing solution-oriented consultation, design, products, and construction services to clients with complex environmental issues in more than 60 countries. BluMetric is a publicly traded Canadian company (TSXV: BLM). Chair of the Human Resources and Governance Committee; also serve on the Finance & Audit Committee.

2017-2020

**Professor of the Practice & Business Scholar-in-Residence, University of Southern California (USC), Los Angeles, California**

Held faculty appointments in the Price School of Public Policy, the Viterbi School of Engineering, and the Brittingham Social Enterprise Lab, Marshall School of Business. Taught and conducted research about Public Private Partnerships, and the Management of Disasters and Complex Emergencies, with emphasis on the impact technology is having on society, business, and government.

Spoke regularly at university seminars, workshops, and events. Met with students to discuss current topics of the day and provide advice on careers. Advised various students and faculty on their respective startup companies. Supported multiple veteran-related organizations on campus.

2016-2020

**Vice President, Global Public Sector, Global Business Services, IBM Corporation, Phoenix, Arizona**

Reported to Global Managing Director of IBM's Global Government Industry, a \$9.4B operation in over 170 countries. Advised senior leadership on strategic issues to include emerging markets, business development, and acquisitions. Spearheaded multiple business, technology, and consulting initiatives worldwide. Utilized big data digital integration with cognitive analytics (AI) for applications in defense and intelligence, cyber security, climate change and the environment, business and government operations, and improved decision-making. Supported corporate communications through media engagements and press interviews.

Led development and implementation of IBM's Disaster Emergency Management Solutions (IDEMS) platform to assist the U.S. DOD's response to the COVID 19 pandemic. Directed IBM's post-Hurricane Harvey support to Texas, resulting in a new application of Blockchain for tracking resources and form management, as featured in the documentary movie "Bonds of Trusts ([www.youtube.com/watch?v=aV4abSZE5uc](http://www.youtube.com/watch?v=aV4abSZE5uc)). Received IBM's Patent Innovation Award for advancing visualized situational awareness technology.

2016-2020

**Global Fellow, IBM Center for The Business of Government (a business think tank), Washington DC**

Conducted research and wrote about public private partnerships, disaster emergency management, water and the environment, climate change and sustainability, national security, and veteran's initiatives. Assisted the Center in connecting research to practice, while applying scholarship to real world issues and decisions for government.

2015-2016

**Advanced Leadership Fellow & Cabot House Scholar-in-Residence, Harvard University, Cambridge, Massachusetts**

Utilized the vast intellectual resources across all schools at Harvard to learn, teach, mentor, consult, reflect, and write about the integration of business, technology, and public policy to solve global problems. Focused on exploring ways to improve partnerships between the public, private, and academic sectors. Researched advancing understanding and application of principles to promote peace and stability as it relates to the global threats of climate, pollution, security, poverty, and migration.

As Cabot House Scholar-in-Residence, met regularly with students to discuss current topics of the day and provide advice on careers. Advised various students and faculty on their respective startup companies.

*Note: Received special permission from the U.S. Army to accept and begin the Harvard fellowship during the final months of my Army career. Harvard allowed me to commute to campus from the Pentagon during my initial semester of work.*

2012-2016

**32<sup>nd</sup> Chief of Army Reserve, U.S. Army** (on active duty), Lieutenant General, Pentagon, Washington DC and Ft. Belvoir, Virginia

Senior leader for the U.S. Army Reserve, an organization whose size/scope in business terms would rank as a Fortune 50 company. At the time, the Army Reserve consisted of approximately 215,000 Soldiers and civilians, 134 general officers and senior executives, 1100 reserve centers and training facilities, six military installations, and equipment inventories valued at over \$39B. Served as principal staff adviser to the Secretary of the Army and the Chief of Staff of the U.S. Army on Army Reserve Affairs.

Oversaw operating budget of approximately \$9B within a global footprint in over 30 countries and all states and territories of the U.S., while providing a strong connection to America's industrial base, universities, and communities. Developed Army Reserve budgets, training programs and policy decisions, managed Army Reserve troop program units, individual mobilization augmentees, and the active guard reserve program worldwide, and served as appropriation director of all Army Reserve funds.

Prepared an annual report (posture statement) for the U.S. Congress on the state of America's Army Reserve and its ability to serve the nation. Met regularly with member and staff of the U.S. House and the U.S. Senate. Testified to Congress multiple times each year.

2012-2016

**Commanding General, U.S. Army Reserve Command, U.S. Army** (on active duty), Lieutenant General, Ft. Bragg, North Carolina

Commanded the largest 3-star command in the DOD, with over 2K units located and operating globally. U.S. Army Reserve Command contained the majority of combat support and combat service support capabilities in the Total Army with expertise in legal, civil affairs, logistics, transportation, medical, engineering, intelligence, information support, police, chemical, signal, human resources, finance, chaplain, and training operations.

Mobilized and deployed over 62K Soldiers, including continued support to operations in Iraq and Afghanistan, all while overcoming unprecedented challenges, including the first reduction to the Reserve force since the end of the Korean War, severe budget cuts known as sequestration, and a government shutdown.

Retired from the military in 2016. Recognized by the U.S. Senate on June 28, 2016, with *Tribute to Lieutenant General Jeffrey W. Talley*, as reflected in the congressional record. Awarded the Army Distinguished Service Medal (2nd award). Awarded the MG James Earl Rudder Medal from the Association of the U.S. Army for the advancement of the goal of a seamless and component-integrated Army.

- 2011-2012      **Adjunct Professor, Department of Geography & Environmental Engineering, C.W.C. Whiting School of Engineering, The Johns Hopkins University, Baltimore, Maryland**
- Taught seminars in environmental engineering, sustainable development, and entrepreneurship associated with technology.
- Note: Resigned from faculty to comply with U.S. Senate confirmation rules for appointment as Chief of Army Reserve.*
- 2010-2012      **Co-Founder, President & CEO, Environmental Technology Solutions (ETS) LLC, Phoenix, Arizona**
- Co-founded ETS as an engineering, research and services company that developed and commercialized technologies to benefit society and the environment. As ETS' first President and CEO, led ETS to profit within the first year of business.
- ETS served as a parent holding company for multiple businesses organized around specific technologies: Green & Grow - soil conditioners that multiply favorable plant characteristics; SafeWaters - a real-time pathogen sensing for water; Nereus - a series of heavy metal remediation products for water, soil, and sediment; and SecureNet - a land-based change detection product that aids in locating improvised explosive devices and improving border security.
- Green & Grow won the University of Oxford Said Business School's Venture Fund Competition for best start-up in 2011 and was also recognized by the U.S. Army Corps of Engineers as best new green technology. Green & Grow was valued at over \$20M dollars during series B capital raise in the spring of 2012.
- Note: Resigned as President & CEO to comply with U.S. Senate confirmation rules for appointment as Chief of Army Reserve.*
- 2009-2012      **Member, Reserve Force Policy Board (RFPB), Office of the Secretary of Defense** (not on active duty/part-time), Major General, Washington DC
- Served as a member of the RFPB, an independent adviser to Secretary of Defense on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components. The 20-member Board represent a wide range of industry, business, professional, and civic experience, in addition to their military expertise.
- 2009-2012      **Commanding General, 84<sup>th</sup> Training Command, U.S. Army Reserve** (not on active duty/part-time), Major General, Fort Knox, Kentucky
- Commanded a 4000-Soldier organization with three subordinate one-star divisions: 78th Training Division (Joint Base McGuire Dix Lakehurst, NJ), 86th Training Division (Ft. McCoy, WI), 91st Training Division (Ft Hunter Liggett, CA), associated Regional Training Centers, and other units in 39 states.

Managed annual operating budget of over \$30M. Assessed readiness of units preparing for deployment through the planning and execution of Combat Training Center-like exercises. Trained and certified individual Soldier and Leader readiness. Awarded the Army Distinguished Service Medal (1st award).

2009-2011

**Professor (with tenure), Department Chair, Endowed Chair, and Institute Founding Director, Southern Methodist University, Dallas, Texas**

Professor (with tenure) of Civil & Environmental Engineering – taught and conducted research on the characterization and remediation of pollutants. Principle investigator on multiple projects, advised students and post-doctorate fellows.

Chair of the Civil & Environmental Engineering Department - led significant growth and reorganized the department with emphasis on advancing scholarship and teaching. Served on multiple committees at the college/university level to include Promotions and Tenure and Office of the Provost searches/appointments.

Bobby B. Lyle Chair of Leadership & Global Entrepreneurship - taught seminars, lectures, and executed projects emphasizing leadership and entrepreneurship skills.

Founding Director of the Hunter & Stephanie Hunt Institute for Engineering & Humanity – named and directed the first institute where engineering and humanities were integrated in theory and practice to address issues of the global poor.

2008-2009

**Commanding General, 926<sup>th</sup> Engineer Brigade, 4<sup>th</sup> Infantry Division, Multi-National Division-Baghdad & Baghdad Provincial Engineer, U.S. Army** (on active duty/mobilized/deployed), Brigadier General, Combat Duty in Baghdad, Iraq

Commanded an organization consisting of thousands of engineers (coalition, joint, military, and civilian) in the rebuilding of Baghdad to include restoring essential services and eliminating violence and threats from improvised explosive devices. Credited with developing a military and policy strategy widely referred to as “Engineering the Peace” that aimed to reduce violence in destabilized communities by rapidly rebuilding infrastructure, schools and hospitals.

Awarded two Bronze Star Medals (2nd and 3rd awards) - one for rebuilding Baghdad, and the other for meritorious achievement in the January 2009 planning and execution of security operations for the Baghdad provincial elections.

*Note: On leave of absence from Malcolm Pirnie Corporation and the University of Notre Dame during mobilization/deployment.*

2005-2009

**Associate, Malcolm Pirnie Corporation, White Plains, New York**

Provided environmental engineering and science consulting support to clients and projects nationwide with emphasis on water, sediment, and soil remediation. Malcom Pirnie was the largest privately-owned water/wastewater company in the nation.

2001-2009

**Assistant Professor (tenure-track), Associate Professor (with tenure), Department of Civil Engineering and Geological Sciences, University of Notre Dame, Notre Dame, Indiana**

Taught undergraduate and graduate courses in civil and environmental engineering. Developed and maintained a strong externally funded basic and applied research program focused on characterization and remediation of pollutants.

Principle investigator on multiple projects, while advising numerous undergraduate and graduate students and post-doctorate fellows. Served on multiple committees at the department, college, and university level to include Faculty Senate and College of Engineering Council. Selected early for tenured and promoted to Associate Professor in 2006.

2003-2008

**Multiple Command & Staff Positions, U.S. Army Reserve** (not on active duty/part-time), Lieutenant Colonel, Colonel, Brigadier General, Locations throughout the U.S.

As Lieutenant Colonel, served as strategic planner in the War on Terrorism Directorate, The Joint Staff, Pentagon, Washington DC. As a Colonel, commanded the 926th Engineer Group, located in Montgomery, Alabama. The group was later converted to a brigade. At the time, reserve brigades were commanded by general officers. As a Brigadier General, commanded the newly formed 926th Engineer Brigade. The 926th was the largest engineer group/brigade in the Total Army, consisting of over 7K Soldiers, and executing construction and humanitarian missions worldwide.

2005-2009

**Independent Consultant, Various Architecture Engineering (AE) Firms,** Locations throughout the U.S.

Provided environmental engineering and science consulting support to clients and projects nationwide with emphasis on groundwater and soil remediation.

2002-2003

**Deputy G-3 (Operations Officer), Chief of Operations (CHOPS), U.S. Army** (on active duty/mobilized/deployed), Lieutenant Colonel, Combat Duty in Kuwait and Iraq

In December 2002, called to active duty and in February of 2003, mobilized and deployed in support of Operation Enduring Freedom and Operation Iraq Freedom as Chief of Operations (CHOPS), 416th Engineer Command, Coalition Joint Forces Land Component Command (CJFLCC). Served as a critical staff officer for the planning and execution of hundreds of combat and construction missions throughout Kuwait and Iraq, to include expansion of air

and seaports, restoration of oil refinery capabilities, and delivery of essential services and humanitarian support. Awarded the Bronze Star Medal (1st award).

*Note: on leave of absence from the University of Notre Dame*

1992-2002      **Multiple Command and Staff Positions, U.S. Army Reserve** (not on active duty/part-time), Captain, Major, Lieutenant Colonel, Locations in the U.S.

Served in a variety of engineer command and staff positions at the battalion, group, and division levels to include three years in command of an engineer construction battalion consisting of nearly 1,000 Soldiers.

1996-2001      **Research Environmental Engineer & Biotechnology Research Team Leader, Environmental Laboratory, Waterways Experiment Station, U.S. Army Corps of Engineers, Vicksburg, Mississippi**

Developed a competitive externally-funded R&D program focused on remediation of soil, sediment, surface water, and ground water working in partnership with academia. Served as principle investigator on multiple projects, while advising numerous graduate students and post-doctorate fellows from various academic institutions. Waterways Experiment Station was considered the largest R&D engineering center in the nation.

1992-1996      **Engineering Technician, Environmental Engineer, Hazardous Toxic Radiological Waste Branch, Baltimore District, U.S. Army Corps of Engineers, Baltimore, Maryland**

Working with multiple government organizations and Architect Engineering (AE) firms, directly supported the assessment and remediation of hundreds of hazardous waste sites. Activities ranged from field sampling, site characterization, remediation design, environmental studies and projects, and the application of innovative technologies. Promoted from Engineering Technician to Environmental Engineer upon completion of my ABET accredited Master of Science in Engineering (M.S.E.) degree from The Johns Hopkins University.

1981-1992      **Multiple Command & Staff Positions, U.S. Army** (on active duty), 2<sup>nd</sup> Lieutenant, 1st Lieutenant, Captain, Locations in the U.S. and the Republic of Korea

Commanded at the platoon and company level with additional battalion staff experience in engineer troop units in the U.S. and Korea. Construction (quality assurance/quality control) and engineering (design) staff positions in the St. Louis District, U.S. Army Corps of Engineers.

**PROFESSIONAL REGISTRATION AND LICENSING**

Registered Professional Engineer (P.E.) in Environmental Engineering, Commonwealth of Virginia

Board Certified Environmental Engineer (BCEE) in Environmental Sustainability, American Academy of Environmental Engineers

Diplomate, Water Resources Engineer (D.WRE), American Academy of Water Resources Engineers

**AWARDS AND RECOGNITION**

- 2019 Patent Innovation Award, for advancing visualized situational awareness technology, IBM
- 2016 MG James Earl Rudder Medal, for the advancement of the goal of a seamless and component-integrated Army, Association of the U.S. Army (AUSA)
- 2016 Advanced Leadership Fellowship, in recognition of leadership and societal impact, Harvard University
- 2016 Tribute to Lieutenant General Jeffrey W. Talley, a special recognition of military and civilian contributions, introduced by Senator McCain (AZ), Congressional Record, U.S. Senate, S4636, June 28
- 2016 Distinguished Service Medal with Oak Leaf Cluster (2<sup>nd</sup> award), for exceptionally meritorious service to the Government in a duty of great responsibility, U.S. Army
- 2016 Seven Seals Award, for leadership in working with businesses and government agencies to hire reservists, Employer Support of the Guard & Reserve
- 2015 Eli E. Nobleman Annual Award, for leadership in advancing civil affairs as a capability to consolidate military and security gains into political and civil outcomes, Civil Affairs Association
- 2013 Inducted into Louisiana State University's (LSU) Hall of Honor, for Distinguished Military Alumni, LSU
- 2012 Debater at Oxford Union, known for hosting world-famous debates and speakers since 1823, Oxford Union Society, Oxford, England
- 2012 Promoted to Lieutenant General (three-star), in the U.S. Army
- 2012 Distinguish Service Medal (1<sup>st</sup> award), for exceptionally meritorious service to the Government in a duty of great responsibility, U.S. Army
- 2011 Winner of the Saïd Business School Venture Fund Competition, for best start-up company, Green & Grow, LLC (a subsidiary of Environmental Technology Solutions), w/ business partner Scott Huish, University of Oxford, Oxford, England
- 2010 Fellow, John Goodwin Tower Center for Political Studies, for leadership in policy, Southern Methodist University (SMU), Dallas, Texas
- 2009 Legion of Merit Medal, for exceptionally meritorious conduct in the performance of outstanding services and achievements, U.S. Army
- 2009 Promoted to Major General (two-stars), in the U.S. Army Reserve
- 2009 Silver de Fleury Medal, for leadership and service, U.S. Army Corps of Engineers
- 2009 Two Bronze Star Medals, for engineering in combat, Baghdad, Iraq, U.S. Army

- 2008 Visiting Professor, International Visitor's Programme, Ireland's National Centre for Sensor Research, Dublin City University, Dublin, Ireland
- 2007 Promoted to Brigadier General (one-star), in the U.S. Army Reserve
- 2007 Reverend Edmund P. Joyce Award for Excellence in Teaching, University of Notre Dame, Notre Dame, Indiana
- 2006 Tau Beta Pi National Honorary Engineering Society, University of Notre Dame Chapter, Notre Dame, Indiana
- 2005 Joint Services Commendation Medal, for strategic planning work, The Joint Chiefs of Staff, Pentagon, Washington DC
- 2004 Best Research Award, Presentation (with other collaborators), International Symposium of Pharmacy
- 2003 Bronze Star Medal, for engineering in combat, Kuwait/Iraq, U.S. Army
- 2002 Excellence in Civil Engineering Education Teaching Fellowship, American Society of Civil Engineering
- 2001 Phi Kappa Phi National Honors Society, Carnegie Mellon University Chapter, Pittsburg, Pennsylvania
- 2000 Leadership Research Award, Strategic Environmental Research and Development Program, Washington DC
- 2000 Best Research Award Poster (w/ other collaborators), Gordon (Environmental Science) Research Conference
- 1999 Research Project of the Year for Cleanup (w/ other collaborators), Strategic Environmental Research Development Program, Washington DC
- 1998 Sigma Xi National Honors Research Society, Carnegie Mellon University Chapter, Pittsburg, Pennsylvania
- 1997 Long-Term Training Award, for Ph.D. studies in engineering at Carnegie Mellon University, Pittsburg, Pennsylvania, U.S. Army Corps of Engineers Waterways Experiment Station
- 1996 Next Generation Research Award, for outstanding contributions to research, Engineering News Record
- 1996 Bronze de Fleury Medal, for leadership and service, U.S. Army Corps of Engineers
- 1995 Silver Medal, for Outstanding Scientific Support, Federal Executive Board
- 1994 Young Engineer of the Year, Society of American Military Engineers

### **TEACHING AND MENTORING**

2017 - 2020, University of Southern California

Graduate course taught: CE/EN 599, The Management of Disasters and Complex Emergencies

2015-2016 – Harvard University

Teaching contributions were in the form of guest lectures and seminars

20011-2012 – The Johns Hopkins University

Teaching contributions were in the form of guest lectures and seminars

2009-2011 - Southern Methodist University

Teaching contributions were in the form of guest lectures and seminars

2001-2009 - University of Notre Dame\*

Undergraduate courses taught:

CE 30300, Introduction to Environmental Engineering and Science

CE 30320/CE 47347, Water Chemistry and Treatment

Graduate courses taught:

CE 60385, Hazardous Waste Management & Design

CE 60347, Physicochemical Processes & Treatment of Pollutants

\*Received the Reverend Edmund P. Joyce Award for Excellence in Teaching (2007)

#### *Graduate Students Supervision*

Directed 8 graduate theses and dissertations at the University of Notre Dame and co-directed 1 dissertation at Southern Methodist University. Served on numerous graduate student's examination and defense committees at both institutions.

### **SELECT RESEARCH SUPPORT**

"Economic Viability, Resilience, and Sustainability of Logistics Systems in Post-Conflict Zones,"

Department of Defense, \$1,296,075; Rose, A., (University of Southern California), Friesz, T., (The Pennsylvania State University), Donaghy, K., (Cornell University), Ferris, M., (University of Wisconsin), Clower, T., (George Mason University), 2020-2022. Talley, J.W. (University of Southern California) serving on Board of Advisors for this work.

"Novel Task Functionalized Biopolymers for Enhanced Change Detection in Support of C-IED Operations, DARPA, \$288,000; Talley, J.W. (Environmental Technology Solutions, LLC), Nijak, G. (Environmental Technology Solutions, LLC), Larson, S. (U.S. Army Corps of Engineers Engineer Research Development Center), 2012.

"Water Quality and Water Security, An Integrated Study," CH2MHILL, City of Dallas (EPA Grant), \$212,000; Talley, J.W. (Southern Methodist University), Quicksall, A. (Southern Methodist University), 2011.

"Detection of Volatile Organic Compounds in Soil at Underground Storage Tank Sites," Eight Northern Indian Pueblo Council/Environmental Protection Agency, \$63,000; Armendariz, A. (Southern Methodist University), Talley, J.W. (Southern Methodist University), 2010.

"Biological Filtration Processes for Removing Micro-Constituents in Drinking Water," Dallas Water Utilities, \$65,000; Talley, J.W. (Southern Methodist University), Principle Investigator, 2010.

"Preliminary Study on Biological Treatability of Bauxite Residue Wastewater," Alcoa Technology, \$29,000; Talley, J.W. (Southern Methodist University), Principle Investigator, 2010.

“Networked Sensing in Natural and Built Environments,” Crane Naval Base/Defense Threat Reduction Agency, \$4,000,000; Talley, J.W. (University of Notre Dame), Antsaklis, P.J. (University of Notre Dame), Maurice, P. (University of Notre Dame), Haenggi, M. (University of Notre Dame), Lemmon, M. (University of Notre Dame), Bauer, P. (University of Notre Dame), Laneman, J.N. (University of Notre Dame), Lieberman, M., (University of Notre Dame), Ostafin, A. (University of Notre Dame), Kijewski-Correa, T. (University of Notre Dame), 2006-2009.

“Escherichia Coli Sensor Development and Demonstration for South Bend,” City of South Bend, \$36,000; Talley, J.W. (University of Notre Dame), 2007-2009.

“Automated In-Line Sonification Treatment of CSO Water Using Embedded Sensor Network Technology,” Indiana 21<sup>st</sup> Century, \$1,000,000; Montestruque, L. (EmNet LLC), Lemmon, M., Talley, J.W. (University of Notre Dame), 2007-2009.

“Availability and Stabilization of PCBs in Sediments Using Remedial Geosorbents,” Dupont Inc., \$100,000; Talley, J.W. (University of Notre Dame), Principle Investigator, 2005-2007.

“Detection and Control of Combined Sewer Overflow Events Using Embedded Sensor Network Technology,” Indiana 21<sup>st</sup> Century, \$1,000,000; Talley, J.W. (University of Notre Dame), Lemmon, M. (University of Notre Dame), Maurice, P. (University of Notre Dame), Ketchum, L. (University of Notre Dame), Ostafin, A. (University of Notre Dame), Chappell, W. (Purdue University), Bagchi, S. (Purdue University), Girman, S. (Greeley and Hansen LLC), George, E. (Environmental Health Laboratories, Underwriters Laboratories Inc.), Heffron, K. (Environmental Health Laboratories, Underwriters Laboratories, Inc.), Montestruque, L. (EmNet LLC), 2004-2007.

“Evaluating the Re-release of Mercury from Recycle Coal Combustion Residues (Synthesis Study),” Joint Transportation Research Program, Indiana Department of Transportation, \$30,000; Woertz, J. (University of Notre Dame), Talley, J.W. (University of Notre Dame), 2005-2006.

“Mercury Speciation and Availability in Tidal Waters, Suspended Solids and Sediments from the San Francisco Bay,” U.S. Army Corps of Engineers-San Francisco District and the U.S. Army Research Office, \$125,000; Talley, (University of Notre Dame), X. Zhang, (University of Notre Dame), 2004-2006.

“Surface Complexation Modeling and Thermal Programmed Desorption for Mercury Speciation and Availability,” NSF’s Environmental Molecular Science Institute at Notre Dame and Dupont Inc., \$50,000; (Ph.D. student stipend), Talley, J.W. (University of Notre Dame), 2004-2006.

“Effect of Complexation of Heavy Metal Ions (Cd, Cu, Pb) with NOM and Bacteria in Contaminated Groundwater Systems on Coagulation,” NSF’s Environmental Molecular Science Institute at Notre Dame, \$75,000; (Ph.D. student stipend), Talley, J.W. (University of Notre Dame), Zhang, X. (University of Notre Dame), 2003-2006.

“Microscale Characterization of the Binding and Sequestration of Nitroaromatics in Biotreated Soils,” U.S. Army Corps of Engineers-Baltimore District, \$199,000; Talley, J.W. (University of Notre Dame), 2002-2006.

“Thermal Programmed Desorption Mass Spectrometry of Hydrophobic Organic Compounds (HOCs),” U.S. Army Corps of Engineers-Baltimore District, \$343,000; Talley, J.W. (University of Notre Dame), 2002-2004.

“In Situ Stabilization of Persistent Organic Contaminants in Marine Sediments,” U.S. Department of Defense, Strategic Environmental Research and Development Program, \$1500,000; Luthy, R.G. (Stanford University), Ghosh, U., (University of Maryland, Baltimore County), Zaire, R. (Stanford University), Bridges, T. (U.S. Army Corps of Engineers Engineer Research Development Center), Talley, J.W. (University of Notre Dame), 2001-2004.

“Roanoke River and Natural Formation of Dioxin Studies.” Georgia-Pacific Corporation, \$250,000; Burns, P., (University of Notre Dame), Irvine, B., (University of Notre Dame), Talley, J.W. (University of Notre Dame), 2001-2003.

“Assessment and Prediction of Biostabilization of Polycyclic Aromatic Hydrocarbons (PAHs) in Sediments,” U.S. Department of Defense, Strategic Environmental Research and Development Program, \$1,500,000; Talley, J.W. (U.S. Army Corps of Engineers Waterways Experiment Station), Luthy, R.G. (Carnegie Mellon University) R.N. Zare, R.N., (Stanford University), Pritchard, H., (Naval Research Laboratory), 1997-2000.

## **PUBLICATIONS**

### *Journal Articles*

1. Talley, J.W., Sleeper, P.M., 1997. Roadblocks to the Implementation of Biotreatment Strategies, *Annals of the New York Academy of Sciences*, 829, (1), 16-29.
2. Stocking, A.J., Deeb, R.A., Flores, A.E., Stringfellow, W., Talley, J. W., Brownell, R., Kavanaugh, M., C., 2000. Bioremediation of MTBE: A Review from a Practical Perspective. *Biodegradation*, 11 (2-3), 187-201.
3. Ghosh, U., Talley, J.W., Luthy, R.G. Particle-Scale Investigation of PAH Desorption Kinetics and Thermodynamics from Sediment. *Environmental Science & Technology*, 2001, 35 (17), 3468-3475.
4. Ringelberg, D. B, Talley, J.W., Perkins, E. J, Tuckers, S. G, Luthy, R.G., Bouwer, E. J, Fredrickson, H. L., 2001. Succession of Phenotypic, Genotypic, and Metabolic Community Characteristics During in Vitro Bioslurry Treatment of PAH-Contaminated Sediments. *Applied and Environmental Microbiology*, 67 (4), 1542-1550.
5. Gadomski, D., Golden, E., Irvine, R. L., Talley, J.W., Hundal, L. S., 2002. Natural Formation of Dioxins: a Review Among Four Sites. *Organohalogen Compounds*, 59, 263-266.
6. Talley, J.W., Ghosh, U., Tucker, S., G., Furey, J. S., Luthy, R. G., 2002. Particle-Scale Understanding of the Bioavailability of PAHs in Sediment. *Environmental Science & Technology*, Special Issue in Honor of Professor James J. Morgan, 36 (3), 477- 483.
7. Talley, J.W., Zhang, X., Waisner, S., Ringelberg, D., Hansen, L., 2004. Study of the Potential for Bioremediation of Petroleum Hydrocarbons within Smear Zone Soils. *Journal of Environmental Engineering*, 130, (11), 1401-1406.
8. Nicholl, S. I., Talley, J. W., Silliman, S., 2004. Model Verification of Thermal Programmed Desorption-Mass Spectrometry for Estimation of Release Energy Values for PAHs on Mineral Sorbents. *Journal of Environmental Toxicology and Chemistry*, 23, (11), 2545-2550.
9. Fredrickson, H. L., Furey, J., Talley, J.W., Richmond, M., 2004. Bioavailability of Hydrophobic Organic Contaminants and Quality of Organic Carbon. *Environmental Chemistry Letters*, 2 (2), 77-81.

10. Talley, J.W., Ghosh, U., Tucker, S., Furey, J., Luthy, R.G., 2004. Thermal Program Desorption Mass Spectrometry of PAHs from Mineral and Organic Surfaces. *Environmental Engineering Science*, 21 (6), 647-660.
11. Zhang, X., Echigo, S., Lei, H., Smith, M. E., Minear, R. A., Talley, J. W., 2005. Effects of Temperature and Chemical Addition on the Formation of Bromoorganic DBPs During Ozonation. *Water Research*, 39, (2-3), 423-435.
12. Nicholl, S. I., Talley, J.W. 2006. Development for Thermal Programmed Desorption Mass Spectrometry for Environmental Applications. *Chemosphere* 63 (1), 132-141.
13. Ruggaber, T.P., Talley, J.W., 2006. Enhancing Bioremediation with Enzymatic Processes: A Review. *Practice Periodical of Hazardous, Toxic, and Radioactive Waste Management*, 10 (2), SPECIAL ISSUE: Bioremediation, 73-85.
14. Pirnie, E. F., Talley, J.W., Hundal, L. S., 2006. Transformation of DDT and its Metabolites by Various Abiotic Methods. *Journal of Environmental Engineering* 132 (5), 560-564.
15. Pirnie, E. F., Talley, J.W., Hundal, L. S., 2006. Abiotic Transformation of DDT in Aqueous Solutions. *Chemosphere*, 65 (9), 1576-1582.
16. Liu, G. J., Zhang, X.R., Jain, J., Talley, J.W., Neal, C.R., 2006. Stability of Inorganic Arsenic Species in Simulated Raw Waters with the Presence of NOM. *Water Science & Technology: Water Supply* 6 (6), 175-182.
17. Ruggaber, T.P., Talley, J.W., Montestruque, L. A. 2007. Using Embedded Sensor Networks to Monitor, Control, and Reduce CSO Events: A Pilot Study. *Environmental Engineering and Science* 24 (2), 172-182.
18. Seders, L.A., Shea, C.A., Lemmon, M.D., Maurice, P.A., Talley, J.W., 2007. LakeNet: An Integrated Sensor Network for Environmental Sensing in Lakes. *Environmental Engineering and Science* 24 (2), 183-191.
19. Liu, G.; Zhang, X., Talley, J.W., 2007. Effect of Cu (II) On Natural Organic Matter Removal During Drinking Water Coagulation using Aluminum-Based Coagulants. *Water Environment Research*, 79 (6), 593-599.
20. Liu, G.J., Zhang, X.R., McWilliams, L., Talley, J.W., Neal, C.R., 2008. Influence of Ionic Strength, Electrolyte Type, and NOM on As(V) Adsorption onto TiO<sub>2</sub>. *Journal of Environmental Science & Health, Part A*, 43 (4), 430-436.
21. Liu, G.J., Zhang, X.R., Talley, J.W., Neal C.R., Wang, H. 2008. Effect of NOM on Arsenic Adsorption by TiO<sub>2</sub> in Simulated As(III)-Contaminated Raw Waters. *Water Research*, 42, (8-9), 2309-2319.
22. Zhang, X., Talley, J.W., Boggess, B., Ding, G., Birdsell, D., 2008. Fast Selective Detection of Polar Brominated Disinfection Byproducts in Drinking Water using Precursor Ion Scans. *Environmental Science & Technology*, 42 (17), 6598-6603.
23. Liu, G., Talley, J.W., Na, C., Larson, S. L., Wolfe, L.G., 2010. Copper Doping Improves Hydroxapatite Sorption for Arsenate in Simulated Groundwaters, *Environmental Science and Technology*, 44 (4), 1366-1372.

24. Cui, X., Talley, J.W., Liu, G., Larson, S.L., 2011. Effects of Primary Sludge Particulate (PSP) Entrapment on Ultrasonication (20 kHz) Disinfection of Escherichia coli, *Water Research*, 45, 3300-3308.
25. Geary, J., Nijak, G., Larson, S.L., Talley, J.W., 2011. Hydrolysis of the Soluble Fluorescent Molecule Carboxyumbelliferyl-1 Beta-D-Glucuronide by E. Coli Beta-Glucuronidase for Use in an Optical Sensor, *Enzyme and Microbial Technology*, Vol. 49, Issue 1, 6-10.
26. Nijak, G., Geary, J., Larson, S., Talley, J.W., 2012. Autonomous, Wireless In-Situ Sensor (AWISS) for Rapid Warning of Escherichia Coli Outbreaks in Recreational and Source Waters, *Environmental Engineering and Science*, Vol. 29, No. 1: 64-69.
27. Cui, X., Quicksall, A., Blake, A.B., Talley, J.W., 2013. Electrochemical Disinfection of Escherichia Coli in the Presence and Absence of Primary Sludge Particulates, *Water Research*, Vol. 47, Issue 13: 4383-4390.
28. Talley, J.W., 2014. The Nation's Indispensable Reserve, *The Military Engineer*, Vol. 106, No. 692 (November-December), 50-52.
29. Talley, J.W., 2020. Disaster Management in the Digital Age. *IBM Journal of Research & Development*, Vol. 64, Issue 1/2, 1-5.
30. Talley, J.W., 2022. Promoting Global Security and Stability through Social Entrepreneurship (in manuscript).

*Conference and Symposium Proceedings*

1. Luthy, R.G., Talley, J.W., Ortiz, E., Dzombak, D.A., 1997. The Sequestration and Biostabilization of Hydrophobic Organic Compounds in Sediments. *Proceedings of the National Science Foundation Workshop on Research Needs for Coastal Pollution in Urban Areas*, University of Wisconsin, Milwaukee, Wisconsin, 129-137.
2. Secker, L., Mcmanus, A., Talley, J.W., 1998. Bioremediating a Buffalo Brownfield: A Comparison of Bench-Scale Biotreatability Results to Full-Scale Remediation. *Proceedings of the 30th Mid-Atlantic Industrial and Hazardous Waste Conference*, Villanova University, Villanova, Pennsylvania.
3. Talley, J. W., Goldstein, K. J, Schaar, R. G., Hatzinger, P. B., Chaki, S., Senrick, M., 1999. Bioremediating PAHs and TPH at Watervliet Arsenal. *Bioreactor and Ex-Situ Biological Treatment Technologies*, Battelle Press. Columbus, OH. Edited by A. Leeson, B.C. Alleman. 5(5) 87-95.
4. Ringelberg, D., Perkins, E., Hansen, L., Talley, J. W., Fredrickson, H., 1999. Relating Biodegradation Potentials to In-Situ Microbial Community Composition. *In-Situ Bioremediation of Petroleum Hydrocarbon and Other Organic Compounds*. Battelle Press, Columbus, OH. Edited by A. Leeson, B.C. Alleman. 5(3) 545-550.
5. Luthy, R., Ghosh, U., Talley, J. W., Gillette, S., Zare, R., 1999. Microscale Spectroscopic Characterization of Sequestration of PAHs on Sediments. *Bioremediation Technologies for Polycyclic Aromatic Hydrocarbon Compounds*. Battelle Press, Columbus, OH. Edited by A. Leeson, B.C. Alleman. 5(8) 289-295.

6. Talley, J.W., Furey, J., 1999. Thermal Programmed Desorption with Direct Sampling Ion Trap Mass Spectrometry for Analysis of Soils Contaminated with Semivolatile Organic Compounds. Proceedings of the 47th ASMS Conference on Mass Spectrometry and Allied Topics, Dallas, Texas.
7. Talley, J.W., Hatzinger, P. B, Waisner, S. A., Goldstein, K., Navon, D., Heckleman, C. A, Senick, M., 2000. Bioremediation of Polycyclic Aromatic Hydrocarbons (PAHs) at the Watervliet Arsenal. Case Studies in the Remediation of Chlorinated and Recalcitrant Compounds, Battelle Press, Columbus, OH. Edited by G. B. Wickramanayake, A. Arun. 2 (7) 213-220.
8. Talley, J.W., And Larson, S., 2000. Correlations Between Chemical Extractability, Bioavailability, and Bioaccumulation of PAHs in Marine Sediments. Sediment & Soil Chemistry Session, Society of Environmental Toxicology and Chemistry Annual Meeting in North America Proceedings.
9. Ghosh, U., Luthy, R.G., Gillette, J.S., Zare, R.N., Talley, J.W., 2000. Effect of Microscale Location and Association of PAHs In Sediments Particles on Biotreatment. Sediment & Soil Chemistry Session, Society of Environmental Toxicology and Chemistry Annual Meeting in North America Proceedings.
10. Ghosh U., Luthy R.G., Talley J.W., Tucker S., Furey J.S., 2000. Kinetics and Thermodynamics of PAH Desorption Processes from Sediment Particles. Abstracts of Papers of the American Chemical Society 220<sup>th</sup> National Meeting, Washington, District of Columbia.
11. Luthy R.G., Ghosh U., Gillette J.S., Zare R.N., Talley J.W., Tucker S., 2000. Microscale PAH Location and Association with Organic Matter and Effects on Biotreatment and Bioaccumulation. Abstracts of Papers of the American Chemical Society 220<sup>th</sup> National Meeting, Washington, District of Columbia.
12. Irvine, R.L., Talley, J.W., 2000. In-Situ and Ex-Situ Bioremediation: General Policies and Trends of Engineered Biotreatment Systems. Korean Solid Waste Engineering Society Autumn Conference Proceedings.
13. Fredrickson, H., Ringelberg, D., Perkins, E., Talley, J.W., 2000. Microbial Community Composition and Activities of Ex-Situ and In-Situ Contaminants Bioremediation Systems. Proceedings of 9<sup>th</sup> European Congress on Biotechnology, Cathloic University of Louvain, Louvain-la Neuve, Belgium.
14. Talley, J.W., Ghosh, U., And Luthy, R. G. 2001. Availability, Biotreatment, and Toxicity of Polycyclic Aromatic Hydrocarbons in Harbor Sediments. Bioremediation of Energetics, Phenolics, And Polycyclic Aromatic Hydrocarbons, Battelle Press, Columbus, OH, 6 (3), 189-195.
15. Wani, A., Hansen, L., Talley J. W., Waisner, S., Ringelberg, D., 2001. Treatability Study for Total Petroleum Hydrocarbons Contamination at Gasoline Alley. In-Situ Aeration and Aerobic Remediation, Battelle Press, Columbus, OH, 6 (10), 115-122.
16. Talley, J. W., Felt, D. R., Hansen, L. D., Spain, J. C., Pritchard, H., Sewell, G. W., Tiedje, J.M., 2001. The Federal Integrated Biotreatment Research Consortium (Flask to Field). Anaerobic Degradation of Chlorinated Solvents, Battelle Pres, Columbus, OH, 6(7) 125-132.
17. Nestler, C., Hansen, L., Ringelberg, D., Talley, J. W., 2001. Remediation of Soil PAH: Comparison of Biostimulation and Bioaugmentation. Ex-Situ Biological Treatment Technologies, Battelle Press, Columbus, OH, 6(6) 43-50.

18. Nestler, C. C., Hansen, L. D., Waisner, S., Talley, J. W., 2001. Monitoring Bioremediation through In-Situ Soil Respiration. Innovative Methods in Support of Bioremediation, Battelle Press, Columbus, OH, 6(4) 59-66.
19. Talley, J. W., Ghosh, U., Luthy, R. G., 2001. Availability and Bioslurry Treatment of PAHs in Contaminated Dredged Materials. Bioremediation of Energetics, Phenolics, and Polycyclic Aromatic Hydrocarbons. Battelle Press, Columbus OH, 6(3) 189-195.
20. Talley, J.W., Johnson, D. R., Stevens, J. A., Fredrickson, H. L., Larson, S., L., Wade, R., 2002. Availability, Treatability, and Toxicity of DDT in River Sediment. Dredging, Key Technologies for Global Prosperity Conference, 273-277.
21. Nicholl, S., Hundal, L., Talley, J.W., 2002. Effects of Aging on Release Energy of Polycyclic Aromatic Hydrocarbon Contaminated Clays and Soils. SETAC 23<sup>rd</sup> Annual Meeting in North America Proceedings.
22. Fredrickson H. L., Furey J. S., Talley, J.W., 2003. Biological Availability of Hydrophobic Organic Contaminants and Quality of Organic Carbon. Abstracts of Papers of the American Chemical Society 225<sup>th</sup> National Meeting, New Orleans, LA.
23. Liu, G., Zhang, X., Talley, J.W., 2004. Complexation of Copper Ions with Natural Organic Matter: Its Effects on Coagulation in Drinking Water Treatment. Abstracts of Papers of the American Chemical Society, 227<sup>th</sup> National Meeting; Anaheim, CA, Vol 44, (1), 134-138.
24. Liu, G., Zhang, X., Talley, J.W., 2004. Complexation of Copper Ions with Natural Organic Matter: its Effects on Coagulation in Drinking Water Treatment. Abstracts of Papers of the American Chemical Society 227<sup>th</sup> National Meeting.
25. Jain, J.C., Padber, X., Zhang, X., Talley, J.W., Neal, C.R., 2004. Is it Safe to Consume Herbal Dietary Supplements? Proceedings of the International Symposium for Recent Advances in Pharmaceuticals; New Delhi, India, January 7-8.
26. Nicholl, S., Talley, J.W., 2004. Assessing the Availability of Select Hydrophobic Organic Compounds from Geosorbents and Sediments using Thermal Programmed Desorption Mass Spectrometry. 4<sup>th</sup> SETAC World Congress Proceedings.
27. Mcstay, F., Talley, J.W., Shea, C., 2005. Landfarming as a Bioremediation Technique for Oil Contaminated Lands in Iraq. Proceedings of The National Association of Environmental Professionals 30<sup>th</sup> Annual Conference.
28. Ruggaber, T.P., Talley, J.W., 2005. Detection and Control of Combined Sewer Overflow Events using Embedded Sensor Network Technology. Impacts of Global Climate Change - Proceedings of the 2005 World Water and Environmental Resources Congress; Anchorage, Alaska.
29. Young, K.M., Talley, J.W., Larson, S., 2005. Assessing the Availability of 2,4,6-Trinitrotoluene from Sand and Clay Minerals using TPD-MS. Proceedings of American Academy of Sciences First International Conference on Environmental Science and Technology.
30. Liu, G. J., Zhang, X.R., Talley, J.W., Neal, C.R., 2006. Adsorption of Arsenic on TiO<sub>2</sub> in the Absence and Presence of Natural Organic Matter. Society for Environmental Toxicology and Chemistry/Asia Pacific Conference; Beijing, China, September 18-20.

31. Zhang, X., Talley, J.W., 2006. Determination of Sub-PPT Level Methyl Mercury in Seawater Samples. Abstract Papers of the American Chemical Society 231st National Meeting; Atlanta, GA, Vol. 46, (1), 40-44.
32. Zhang, X., Talley, J.W., Davis, W.E., Conn, D. B., George, J.E., Li, Y., Mitchell, K., 2006. Comparison of Solid Phase Microextraction and Purge Trap Gas Chromatography Mass Spectrometry for the Determination of Methyl Mercury. Abstract Papers of the American Chemical Society, 231<sup>st</sup> National Meeting; Atlanta, GA, Vol. 46, (1), 32-38.
33. Talley, J.W.; Cui, X.; Berveiler, P. 2007. Distribution and Bioremediation of PAHs Among Different Particle Classes found in a Contaminated Surface Soil. Proceedings in Environmental Science and Technology; Beijing, China.
34. Kijewski-Correa, T., Talley, J., Bauer, P., Haenggi, M., Antsaklis, P., Lemmon, M., Laneman, J.N., Montestruque, L., Fulton, J., Patnaik, G., 2008. Real-Time Plume Detection in Urban Zones Using Networked Sensing. Chemical and Biological Defense Physical Science and Technology Conference (CBD PS&T), Hilton New Orleans Riverside, LA, 17-21 November 2008.
35. Zang, X., Ding, G., Talley, J.W., Boggess, B. 2008. Selective Detention and Formation of Highly Polar Brominated Disinfection Byproducts in Drinking Water. Abstracts of Papers of the American Chemical Society 235<sup>th</sup> National Meeting; New Orleans, LA, Vol. 48, (1), 684-487.
36. Cui, X., Talley, J.W., Larson, S.L., Liu, G., 2009. Optimization of Ultrasonic Disinfection of Combined Sewage Overflow Water. Proceedings of the Water Environment Federation, Session 15 – Wet Weather, Vol 1, 884-884.
37. Liu, G.J., Larson, S.L., Fisher, B., Talley, J.W., 2008. Removal of Arsenic from Groundwater using Iron-Modified Apatite. Proceedings of the IWA-Croucher Foundation Advanced Study Institute Sustainability (IWA-ASI) of Water Environment and Water Resources and Perspectives of Energy and Resources Saving and Recovery in Wastewater Treatment, The Hong Kong University of Science and Technology, June 23-27.
38. Liu, G.J., Larson, S.L., Talley, J.W., 2008. Iron or Copper Doped Hydroxylapatite shows Improved As(V) Removal from Water. Abstracts of Papers of the American Chemical Society 236th National Meeting.

*Chapters in Books and Edited Proceedings*

1. Talley, J.W. (Book Editor), 2005. Bioremediation of Recalcitrant Compounds, ISBN 1-56670-656-4, CRC Press, Taylor & Frances Group, Boca Raton, FL.
2. Talley, J.W., 2005. Introduction to Recalcitrant Compounds, Chapter 1, Bioremediation of Recalcitrant Compounds, ISBN 1-56670-656-4, CRC Press, Taylor & Frances Group, Boca Raton, FL.
3. Fredrickson, H., Furey, J.S., Talley, J.W., 2005. Toxicological Exposure of Bound Recalcitrant Compounds, Chapter 2, Bioremediation of Recalcitrant Compounds, ISBN 1-56670-656-4, CRC Press, Taylor & Frances Group, Boca Raton, FL.
4. Talley, J.W., 2005. Roadblocks to the Implementation of Biotreatment Strategies, Chapter 3, Bioremediation of Recalcitrant Compounds, ISBN 1-56670-656-4, CRC Press, Taylor & Frances Group, Boca Raton, FL.

5. Talley, J.W., 2005. The Federal Integrated Biotreatment Research Consortium (Flask to Field), Chapter 4, Bioremediation of Recalcitrant Compounds, ISBN 1-56670-656-4, CRC Press, Taylor & Frances Group, Boca Raton, FL.

6. Prichard, H., Jones-Meehan, J., Nestler, C., Hansen, L.D., Jones, W., Hind, J., Talley, J.W., 2005. Polycyclic Aromatic Hydrocarbons (PAHs) - Improved Land Treatment with Bioaugmentation. Chapter 8, Bioremediation of Recalcitrant Compounds, ISBN 1-56670-656-4, CRC Press, Taylor & Frances Group, Boca Raton, FL.

7. Talley, J.W., 2005. Future Needs for Research and Development, Chapter 9, Bioremediation of Recalcitrant Compounds, ISBN 1-56670-656-4, CRC Press, Taylor & Frances Group, Boca Raton, FL.

#### *Reports*

1. Zappi, M., Toro, E., Jones, R., Talley, J., Data, M., 1997. Treatment of Low-Level Contaminated Landfill Leachate Using Advanced Oxidation Processes. U.S. Army Corps of Engineers Waterways Experiment Station. Miscellaneous Paper IRRP-97-4. Research report.

2. Hansen, L., Waisner, S., Ringleberg, D., Fredrickson, H., Wade, R., Bajpai, R., Talley, J., 2000. Gasoline Alley, Fort Drum Bioremediation Evaluation, Area 1595, Phase I and Phase II. U.S. Army Engineer Research and Development Center (ERDC), Technical Report ERDC/EL SR-00-13. Research report.

3. Talley, J.W., Tucker, S., Furey, J., Felt, D., Ghosh, U., Luthy, R., Gillette, S., Zare, R.N., 2001. Assessment and Prediction of Biostabilization of Polycyclic Aromatic Hydrocarbons (PAHs) in Sediments. Defense Technical Information Center Report ADA608311. Research report.

4. Wade, R., Lotufo, G.R., Stevens, J.A., Houston, J.G., Fredrickson, H.L., Perkins, E.J., Morrow, A.B., Weiss, C.A., Furey, J.S., Felt, D., Duke, M., Talley, J.W., 2002. Assessment of DDT Bioavailability in the Little Sunflower River Sediment and Agricultural Soil. U.S. Army Engineer Research and Development Center (ERDC), Technical Report ERDC TR-02-6. Research report.

5. Talley, J.W., Bajpai, R., Conway, R., Averett, D., Davis, J.L., Felt, D.R., Nester, C. (Editors), 2002. Federal Integrated Biotreatment Research Consortium (FIBRC): Flask to Field Initiative. Technical Report 02-37, U. S. Army Engineer Waterways Experiment Station, Environmental Laboratory. Research report.

6. Luthy, R., Zimmerman, J.R., McLeod, P.B., Zare, R.N., Mahajan, T., Ghosh, U., Bridge, T.S., Millward, R.N., Talley, J.W., 2004. In Situ Stabilization of Persistent Organic Contaminants in Marine Sediments. Defense Technical Information Center Report ADA604123. Research report.

7. Fredrickson, H.L., Talley, J.W., Furey, J.S., Nicholl, S., 2003. Toxicological Exposure of Sediment-Bound Hydrophobic Organic Contaminants as a Function of the Quality of Sediment Organic Carbon and Microbial Degradation. Defense Technical Information Center Report ADA416025. Research report.

8. Luthy, R. G., Zimmerman, J.R, McLeod, P.B, Zare, R.N., Mahajan, T., Ghosh, U., Bridges, T.S., Millward, R.N, Talley, J.W., 2003. In Situ Stabilization of Persistent Organic Contaminants in Marine Sediments. Engineer Research and Development Center Environmental Laboratory (ERDC-EL), April 2004. Research report.

9. Nijak, G.M., Talley, J.W., 2013. Novel Task Functionalized Biopolymers for Enhanced Change Detection in Support of C-IED Operations. Defense Technical Information Center Report ADA584574. Research report.

10. Nijak, Jr., G., Talley, J.W., 2013. Novel Task Functionalized Biopolymer for Enhanced Change Detection in Support of C-IED Operations, Environmental Technology Solutions/DARPA Final Report, April 15, 2013. Research report.

11. Talley, J.W., Lambert, J.M., 2013. A Life-Saving and Life-Sustaining Force for the Nation. The United States Army Reserve Posture Statement. Submitted to the Committees and Subcommittees of the U.S. Senate and the House of Representatives. Congressional report.

12. Talley, J.W., Wilson, P., Thomas, L., 2015. American's Army Reserve: A Life-Saving, Life-Sustaining Citizen-Soldier Force for the Nation. The United States Army Reserve Posture Statement. Submitted to the Committees and Subcommittees of the U.S. Senate and the House of Representatives. Congressional report.

13. Talley, J.W., 2016. A Global Operational Reserve Force. The United States Army Reserve Posture Statement. Submitted to the Committees and Subcommittees of the U.S. Senate and the House of Representatives. Congressional report.

#### **PATENTS**

1. Montestruque, Luis A.; Lemmon, Michael, D.; Talley; Jeffrey W., 2010. Distributed Monitoring and Control System, United States Patent 7792126; September 2010.

2. Larson, Steven; Nijak, Jr., Gary; Talley, Jeffrey W., 2012. Polymers and Task Functionalized Polymers for Enhanced Change Detection, United States Patent Application WO2012135493; October 2012.

3. Larson, Steven; Nijak, Jr.; Griggs; Christopher; Talley, Jeffrey W., 2013. Rhizobium Tropicum Produced Bipolymer Salt, United States Patent Application 20130338003 A1; December 2013.

4. Talley, Jeffrey W.; Larson, Steven; Wolfe; Lawrence G.; Fisher; Brian D., 2014. Biogenic Template for Enhanced Sorption of Contaminants, United States Patent 8748331B2; June 2014.

5. Stennett, Steven M.; Talley, Jeffrey. W., 2019. Intelligence Situational Awareness, United States Patent Application P201804892; April 2019.

#### **PROFESSIONAL SERVICE**

American Society of Civil Engineer's (ASCE) Committee on America's Infrastructure Report Card (2020 - 2021)

General Electric Military Advisory Board (2016 - 2018)

Board of Directors, Army University (2015 - 2016)

Civil Engineering Certification Task Committee, Civil Engineering Certification Board, American Academy of Water Resources Engineers (2015 - 2016)

Science Advisory Board, Green & Grow, Inc. (2014 - 2016)

Advisory Council, Johns Hopkins Environment, Energy, Sustainability & Health Institute (E2SHI) (2013 - 2016)

Associate Editor, American Society of Civil Engineers Practice Periodical of Hazardous, Toxic, and Radioactive Waste Management (2011 - present)

Advisory Council on the Engineering Professions, Fetzer Institute, Kalamazoo, MI (2011-2012)  
National Science Foundation's Integrative Graduate Education and Research Traineeship (IGERT) Panel (2011)

Engineer Advisory Board, Carroll College, Helena, Montana (2010-2012)

Reviewer for Colloids and Surfaces A: Physicochemical and Engineering Aspects (2010-2012)

Reviewer for Frontiers of Environmental Science and Engineering in China (2010-2012)

Provost's Search Committee for Director, Environmental Center, Southern Methodist University (2010)

Provost's University Distinguished Professor Selection Committee, Southern Methodist University (2010)

Bobby B. Lyle School of Engineering Committee on Promotions and Tenure, Southern Methodist University (2010)

Reserve Forces Policy Board, Office of the Secretary of Defense (2009-2012)

Board of Visitors (Basic Research Review), Army Research Office (2007-2009)

Advisory Board, Department of Environmental Engineering and Geography, U.S. Military Academy at West Point, (2008-2011)

Search Committee for Directorship, EPA National Risk Management Research Lab (2008)

Water Security Committee, Environmental Water Research Institute, American Society of Civil Engineers (2007-2012)

Reviewer, U.S. Civilian Research and Development Foundation (2006-2008)

Editorial Board, Research Journal of Chemistry and the Environment (2005-2012)

Steering Committee for Water Security, Water Environmental Federation (2005-2008)

Chair, Session 07-02 (Assessment and Remediation), First International Conference on Environmental Science and Technology, January 23-26, 2005, New Orleans, Louisiana (2005)

Co-Chair, Joint Task Committee on Hazardous Waste Treatment, Environmental Water Research Institute, American Society of Civil Engineers (2004-2006)

Faculty Senate, University of Notre Dame (2004-2006)

College of Engineering Council, University of Notre Dame (2004-2009)

Scholarship Committee, Indiana Society of Professional Engineers (2004-2006)

Reviewer for Waste Management (2004-2012)

Reviewer for Journal of Environmental Engineering (2003-2011)

Reviewer for Environmental Engineering and Science (2003-2012)

Reviewer for Biodegradation (2003-2007)

Peer Review Panelist, EPA's National Center for Environmental Research (2003-2006)

Bachelor of Science in Civil Engineering Curriculum Committee, Department of Civil Engineering and Geological Sciences, University of Notre Dame (2003-2009)

Massman Chair Search Committee, Department of Civil Engineering and Geological Sciences, University of Notre Dame (2003-2008)

Reviewer for Environmental Science and Technology (2002-2012)

Reviewer for Journal of Mass Spectrometry (2002-2009)

Special Undergraduate Curriculum Committee (addition of biology/biochemistry), College of Engineering, University of Notre Dame (2001-2002)

Chair, Seminar Committee, Department of Civil Engineering and Geological Sciences, University of Notre Dame (2001-2002)

### **SELECT PRESENTATIONS**

Talley, J.W., "Climate as a National Security Threat" Environmental and Energy Study Institute (EESI), September 24, 2021. Podcast.

Talley, J.W., "Cognitive Infrastructure, Building Resiliency," Committee on America's Infrastructure (CAI), American Society of Civil Engineers (ASCE), April 2, 2020. Virtual presentation.

Talley, J.W., "Bonds of Trusts and Disaster Management", Sundance Film Festival, Park City, UT, January 25, 2020. Panel discussion.

Talley, J.W., "Serving Veterans and their Families", Veteran's Day Ceremony, Gilbert, AZ, November 7, 2019. Keynote speech.

Talley, J.W., "Environmental Security in the Digital Age", 35<sup>th</sup> Annual International Conference on Soils, Sediments, Water & Energy, Amherst, MA, October 23, 2019. Keynote luncheon address.

Talley, J.W., "Executive Leadership Today", Strategy and Innovation Gala Dinner, Oxford Said Business School, University of Oxford, September 5, 2019. Keynote dinner address.

Talley, J.W., "Entrepreneurial Leadership", Master Class Session, Oxford Said Business School, University of Oxford, September 5, 2019.

Talley, J.W., "Building a Stronger Defense with Technology", SERDP & ESTCP Symposium: Enhancing DoD's Mission Effectiveness, Washington DC, November 27, 2018. Keynote address.

Talley, J.W., "Measuring Success of Multiple Gulf Coast Restoration Programs: Accountability for Long-Term Success", National Conference on Ecosystem Restoration (NCER), New Orleans, LA, August 29, 2018. Panel discussion.

Talley, J.W., "Public Private Partnerships (P3) and Humanitarian Assistance and Disaster Relief (HADR)", DOD's AI & Autonomy for Humanitarian Assistance and Disaster Relief Workshop, Carnegie Mellon University, Pittsburgh, PA, August 3, 2018. Platform presentation.

Talley, J.W., "Protection from Continuing Threats, Restoring Order", DOD's AI & Autonomy for Humanitarian Assistance and Disaster Relief Workshop, Carnegie Mellon University, Pittsburgh, PA, August 2, 2018. Panel discussion.

Talley, J.W., "Re-thinking Mission Readiness in the Digital Age", SPADE Conference on Rethinking Defense and Security in the Digital Age, Copenhagen, Denmark, June 19, 2018. Panel discussion.  
Talley, J.W., "Technology and the Future", Thatcher Business Education Center, Oxford Said Business School, University of Oxford, April 25, 2018, EMBA Guest Speaker Lecture.

Talley, J.W., "Lessons in Leadership", Thatcher Business Education Center, Oxford Said Business School, University of Oxford, September 6, 2017, EMBA Leadership Module Guest Speaker Lecture.

Talley, J.W., "The Future of Democracy", Advanced Leadership Initiative, Cross-Cohort Exchange, Harvard Business School, Harvard University, Boston, Massachusetts, June 8, 2017, Panel discussion.

Talley, J.W., "Military Veterans and Respect, the Key to the Right Policies," American Pacific Rim Universities (APRU) Global Military Veteran Policy Symposium, May 18, 2017, USC, Los Angeles, California, May 18, 2017, Keynote address.

Talley, J.W., "Elevating Water as a Global Priority," Concordia Summit, New York City, New York, September 19, 2016, Panel discussion.

Talley, J.W., "Engineering the Peace," Kennedy School of Government, Harvard University, Cambridge, Massachusetts, May 11, 2016, Seminar.

Talley, J.W., "Military Service, Engineering the Peace, and the Role of Citizen Soldiers in Democracy," University of Southern California, Los Angeles, California, September 29, 2015, Seminar.

Talley, J.W., "America's Army Reserve," Center for Strategic & International Studies (CSIS), Washington DC, July 16, 2015, Keynote speaker.

Talley, J.W., "Global Threats," U.S. Army War College, Carlisle, Pennsylvania, July 13, 2015, Keynote address.

Talley, J.W., "Defeating Sexual Harassment and Assault," Army Reserve SHARP Summit, Atlanta, Georgia, July 8, 2015, Keynote address.

Talley, J.W., "Developing Innovative Technologies and Leading Startups," Biotechnology Awards Ceremony, Georgetown University Medical Center, Washington DC, May 14, 2015, Keynote evening address.

Talley, J.W., "Global Threats to the World and How Engineering Can Make a Difference," Department of Geography and Environmental Engineering, The Johns Hopkins University, Baltimore, Maryland, March 31, 2015, Guest lecturer.

Talley, J.W., "Promoting Global Security," Heritage Foundation, Washington DC, October 9, 2014, Keynote speaker.

Talley, J.W., "Building Private Public Partnerships to Promote Security," Medill National Security Journalism Initiative Conference, Washington DC, October 1, 2014, Keynote speaker.

Talley, J.W., "Leading Through Life," Morehouse College Leadership Lecture Series, Morehouse College, Atlanta, Georgia, September 25, 2014, Keynote speaker.

Talley, J.W., "National Security and Energy," Georgia Tech Strategic Energy Institute, Georgia Institute of Technology, Atlanta, Georgia, September 25, 2014, Keynote speaker.

Talley, J.W., "The Army Reserve and Global Security," American Enterprise Institute, Washington DC, September 22, 2014, Keynote speaker.

Talley, J. W., "The Army Reserve and National Security," Center for a New America Security, Washington DC, May 20, 2014, Keynote speaker.

Talley, J.W., "Citizen Soldiers and National Security," Council on Foreign Relations, Manhattan, New York, April 23, 2014, Keynote speaker.

Talley, J.W., "Using Private Public Partnerships to Build Readiness," Manhattan Chamber of Commerce, Manhattan, New York, April 23, 2014, Keynote speaker.

Talley, J.W., "Global Threats to the World," School of Engineering and Applied Science, Harvard University, Boston, Massachusetts, April 15, 2014, Seminar.

Talley, J.W., "Developing Innovative Technologies and Leading Startups," Biotechnology Program, Georgetown University Medical Center, April 1, 2014, Guest lecturer.

Talley, J.W., "Global Threats to the World," Engineering for Sustainable Development, Department of Geography and Environmental Engineering, The Johns Hopkins University, Baltimore, Maryland, March 27, 2014, Guest lecturer.

Talley, J.W., "Climate Change as a Global Threat," Nation Security Implications of Climate Change Seminar, CNA Corporation Military Advisory Board, Arlington, Virginia, January 9, 2014, Keynote speaker.

Talley, J.W., "The Power of Private Public Partnerships," 3<sup>rd</sup> Annual Hiring Our Heroes Awards Dinner, U.S. Chamber of Commerce, Washington DC, November 12, 2013, Keynote evening address.

Talley, J.W., "Engineering the Peace Principles and Water Security," Water Security and Conflict Prevention Summit; Institute of Peace, the Association of the United States Army, and the U.S. Water Partnership, Washington DC, September 10, 2013, Platform speaker.

Talley, J.W., "The Army Reserve and National Security," American Legion Annual National Convention, Houston, Texas, August 27, 2013, Keynote speaker.

Talley, J.W., "Leading Through Life," 17<sup>th</sup> Annual Wharton Leadership Conference, Wharton Business School, University of Pennsylvania, Philadelphia, Pennsylvania, June 19, 2013, Platform speaker.

Talley, J.W., "Promoting Peace and Stability Through Technology and Entrepreneurship," Biotechnology Program, Georgetown University Medical Center, April 1, 2013, Guest lecturer.

Talley, J.W., "Promoting Peace and Stability through Technology and Entrepreneurship," Silicon Valley Comes to Oxford, Master Class Lecture, University of Oxford, Oxford, England, November 19, 2012, Guest lecturer.

Talley, J.W. "Integrating Big Data and Business for National Security," Silicon Valley Comes to Oxford, 20:20 Lecture, University of Oxford, Oxford, England, November 19, 2012, Guest lecturer.

Talley, J.W., "Engineering and Sustainability, A Solution for Peace," Department of Geography and Environmental Engineering, The Johns Hopkins University, Baltimore, Maryland, April 24, 2012, Guest lecturer.

Talley, J. W., "Engineering for Sustainable Development in Iraq," Department of Geography and Environmental Engineering, The Johns Hopkins University, Baltimore, Maryland, April 5, 2011, Guest lecturer.

Talley, J.W., "Engineering, Business, and Social Entrepreneurship: A Case Study," Department of Civil and Environmental Engineering, University of Connecticut, Storrs, Connecticut, December 3, 2010, Featured seminar speaker.

Talley, J.W., "Engineering Sustainability and Security," John Goodwin Tower Center for Political Studies 3<sup>rd</sup> Annual Conference on Security, Southern Methodist University, Dallas, Texas, November 22, 2010, Platform speaker.

Talley, J.W., "Engineering the Peace," Godbey Lecture, Southern Methodist University, Dallas, Texas, November 15, 2010, Guest lecturer.

Talley, J.W., "Social Entrepreneurship, Sustainability, and Security," 20<sup>th</sup> World Captive Forum, Scottsdale, Arizona, November 10, 2010, Platform speaker.

Talley, J.W., "Engineering the Peace in Baghdad," Department of Geography and Environmental Engineering, The Johns Hopkins University, Baltimore, Maryland, October 12, 2010, Guest lecturer.

Talley, J.W., "Engineering Research and Sustainability for Security," Defense Science Research Council/Defense Agency Research Program 2010 Summer Conference, Santa Cruz, California, July 15, 2010, Keynote evening address.

Talley, J.W., "Engineering Sustainability and Social Entrepreneurship," Dallas Summit on Sustainability, Dallas, Texas, June 21, 2010, Keynote opening address.

Talley, J.W., "Engineering the Peace," American Academy of Environmental Engineers Annual Awards Banquet, National Press Club, Washington DC, May 18, 2010, Keynote luncheon speaker.

Talley, J.W., "Engineering the Peace in Baghdad," Department of State International Visitor Leadership Program, Dallas, Texas, April 9, 2010, Special presentation and discussion with Iraqi business leaders.

Talley, J.W., "Engineering the Peace in Baghdad and Beyond," Business Executives for National Security, Dallas, Texas, April 20, 2010, Luncheon speaker.

Talley, J.W., "Leadership," 4<sup>th</sup> Annual Friends of Scouting Dinner, Circle 10 Council, Dallas, Texas, March 11, 2010, Keynote speaker.

Talley, J.W., "Engineering the Peace," The Dallas Friday Group, Dallas, Texas, January 29, 2010, Keynote luncheon speaker.

Talley, J.W., "Engineering the Peace," Lyle School of Engineering Executive Board, Southern Methodist University, Dallas, Texas, November 20, 2009, Special presentation.

Talley, J.W., "Rebuilding Baghdad and Beyond," River Rats of the Trinity Trust, Dallas, Texas, November 10, 2009, Evening dinner speaker.

Talley, J.W., "Engineering the Peace, What Will Change Everything," TEDxSMU, Dallas, Texas, October 9-10, 2009, two TED platform presentations.

Talley, J.W., "Engineering your Future," 95<sup>th</sup> Convocation, Southern Methodist University, Dallas, Texas, August 25, 2009, Keynote convocation speaker.

Talley, J.W., "Engineering the Peace in Baghdad," 72<sup>nd</sup> Annual Convention, Indiana Society of Professional Engineers Conference, Indianapolis, Indiana, May 15, 2009, Platform speaker.

Talley, J.W., "Engineering the Peace in Baghdad," Kroc Institute for Peace Studies, University of Notre Dame, Notre Dame, Indiana, April 30, 2009, Guest lecturer.

Talley, J.W., "Environmental Challenges in Baghdad," Environmental Dialogue Symposium Conference (Iraq's 1<sup>st</sup> conference on the environment), Baghdad, Iraq, January 12, 2009, Keynote speaker.

Talley, J. W., "Monitoring, Detection, and Control of Combined Sewer Overflows Using Embedded Sensor Networks," Department of Environmental Science and Engineering, University of North Carolina, Chapel Hill, North Carolina, November 12, 2007, Feature seminar speaker.

Talley, J. W., "Monitoring, Detection, and Control of Combined Sewer Overflows Using Embedded Sensor Networks," 3<sup>rd</sup> International Conference on Environmental Science and Technology, Houston, Texas, August 7, 2007, Platform speaker.

Talley, J.W., Fisher, B., Hanson, D., "Treatability of Arsenic Contaminated Groundwater using Enhanced Apatite," 11<sup>th</sup> Annual Green Chemistry and Engineering Conference, Washington DC, June 28, 2007, Platform speaker.

Talley, J. W., Fisher, B., Brownell, D., "Treatability of Metals in Dredged Materials Using Phosphate-Induced Stabilization," 4<sup>th</sup> International Conference on Remediation of Contaminated Sediments, Savannah, Georgia, January 24, 2007, Platform speaker.

Talley, J. W., Fisher, B., Hanson, D., "Treatability of Arsenic-Contaminated Groundwater: Source Flux to River Sediments," 4<sup>th</sup> International Conference on Remediation of Contaminated Sediments, Savannah, Georgia, January 25, 2007, Platform presentation.

Talley, J.W., "Monitoring, Detection, and Control of CSO Events Using Embedded Wireless Networks," Peking University, Beijing, China, September 20, 2006, Featured seminar speaker.

Talley, J.W., "Assessing the Availability of Recalcitrant Pollutants in Soils and Sediments for Remedial Strategies," SETAC Asia, Beijing, China, September 20, 2006, Platform presentation.

Talley, J.W., "Monitoring, Detection, and Control of CSO Events Using Embedded Wireless Networks," Tianjing University, Tianjing, China, September 19, 2006, Seminar speaker.

Talley, J.W., "CSOs in South Bend," Isaac Walton League, South Bend, Indiana, February 15, 2006, Special presentation.

Talley, J.W., "Remediation and Research," Malcolm Pirnie Inc., Phoenix, Arizona, February 1, 2006, Special presentation.

Talley, J.W., Ruggaber, T., "Monitoring, Controlling, and Treating Combined Sewage Overflows Using Embedded Sensor Network Technology: a New Approach," "Third Meeting of the Committee on Integrated Observations for Hydrologic and Related Sciences, National Academy of Sciences, Denver, Colorado, December 2, 2005, Seminar speaker

Talley, J.W., "Assessment of bioavailability and ecological risks," Managing Uncertainty for Malcom Pirnie Bioaccumulating Contaminants in Sediments and Surface Waters Seminar, Chicago, Illinois, October 25, 2005, Special lecturer.

Talley, J.W., "Correlating physical availability to bioavailability and treatment for hydrophobic organic compounds in soils and sediments," Society of Industrial Microbiology Annual Meeting, Notre Dame, Indiana, October 8, 2005, Seminar speaker.

Talley, J.W., "Environmental Engineering Needs for Defense Sustainability and Base Camp Development," Defense Sustainability and Base Camp Workshop, Massachusetts Institute of Technology, Dedham, Massachusetts, September 21, 2005, Seminar speaker.

Talley, J.W., Nichols, S., "Surface Complexation Modeling and Thermal Programmed Desorption for Mercury (Hg) Speciation and Availability," NSF EMSI Advisory Board Meeting, Notre Dame, Indiana, August 3, 2005, Special lecture.

Talley, J.W., "Detection, Control, and Treatment of Combined Sewer Overflow Events Using Wireless Embedded Sensors," Johnson Controls Inc., Milwaukee, Wisconsin, April 11, 2005, Guest lecture.

Talley, J.W., "Detection and Control of Combined Sewer Overflow Events Using Wireless Embedded Sensors," Indiana Chapter of ASCE Annual Meeting, Notre Dame, Indiana, March 23, 2005, Platform presentation.

Talley, J.W., Young, K.M., Larson, S., "Assessing the Availability of 2,4,6-Trinitrotoluene from Sand and Clay Minerals Using TPD-MS," American Academy of Sciences 1<sup>st</sup> International Conference on Environmental Science and Technology, New Orleans, Louisiana, January 24, 2005, Platform presentation.

Talley, J.W., Nicholl, S., "Assessing the Availability of Select Hydrophobic Organic Compounds from Geosorbents and Sediments Using Thermal Programmed Desorption Mass Spectrometry," 4<sup>th</sup> SETAC World Congress, Portland, Oregon, November 16, 2004, Platform presentation.

Talley, J.W., Lemmon, M., Maurice, P., "Detection and Control of Combined Sewer Events Using Embedded Sensor Network Technology," NSF Hydrologic Observatory Meeting, Department of Civil and Environmental Engineering, University of Illinois at Urbana-Champaign, Urbana, Illinois, November 12, 2004, Featured seminar.

Talley, J.W., Nicholl, S., "Development and Application of Thermal Program Mass Spectrometry Methods to Assess the Availability of Select Hydrophobic Organic Compounds and Heavy Metals in Soils and Sediments," Dupont's Sediment and Soils Network Meeting, Wilmington, Delaware, April 29, 2004, Special lecture.

Talley, J.W., "Detection and Control of Combined Sewer Events Using Embedded Sensor Technology," Business Innovation Symposium, University of Notre Dame, Notre Dame, Indiana, April 20, 2004, Special lecture.

Talley, J.W., Zhang, X., "Mercury Speciation and Availability in Tidal Waters, Suspended Solids and Sediments from the San Francisco Bay. California Water Policy Council and Federal Ecosystem Directorate (CALFED) Coordination Group Meeting, San Francisco, California, February 24, 2004, Guest lecturer.

Talley, J.W., Thermal Programmed Desorption Mass Spectrometry: a New Approach for Assessing the Availability of Hydrophobic Organic Pollutants," Symposium on Notre Dame Environmental Education and Research, University of Notre Dame, Notre Dame, Indiana, November 12, 2003, Special seminar.

Talley, J.W., "Availability, Biotreatment, and Toxicity of Polycyclic Aromatic Hydrocarbons in Harbor Sediments," External Reviewers for the Department of Civil Engineering & Geological Sciences, University of Notre Dame, Notre Dame, Indiana, March 25, 2002, Special seminar.

Talley, J.W., Johnson, D., Larson, S., L., Fredrickson, H., Stevens, J., Wade, R., "Availability, Treatability, And Toxicity Of DDT In River Sediment," ASCE 3<sup>rd</sup> Specialty Conference On Dredging And Dredged Material Disposal, Orlando, Florida, May 7, 2002, Platform presentation.

Talley, J.W., "Availability, Biotreatment, and Toxicity of Polycyclic Aromatic Hydrocarbons in Harbor Sediments," 17<sup>th</sup> Annual International Conference on Contaminated Soils, Sediments, and Water, Amherst, Massachusetts, October 23, 2001, Platform presentation.

Talley, J.W., "Availability, Biotreatment, and Toxicity of Polycyclic Aromatic Hydrocarbons in Harbor Sediments," 1<sup>st</sup> International Conference on Remediation of Contaminated Sediments, Venice, Italy, October 11, 2001, Platform presentation.

Talley, J. W., Felt, D. R., Hansen, L., Spain, J., Pritchard, H., Sewell, G. W., Tiedje, J.M., "The Federal Integrated Biotreatment Research Consortium (Flask to Field)," 6<sup>th</sup> International In Situ and On-Site Bioremediation Symposium, San Diego, California, June 6, 2001, Platform presentation.

Talley, J. W., Ghosh, U., Luthy, R. G., "Availability and Bioslurry Treatment of PAHs in Contaminated Dredged Materials," 6<sup>th</sup> International In-Situ and On-Site Bioremediation Symposium - San Diego, California, June 6, 2001, Platform presentation.

Talley, J.W., Hatzinger, P. B, Waisner, S. A., Goldstein, K., Navon, D., Heckleman, C. A, Senick, M., "Bioremediation of Polycyclic Aromatic Hydrocarbons (PAHs) at The Watervliet Arsenal," 2<sup>nd</sup> International Conference on Remediation of Chlorinated and Recalcitrant Compounds, Monterey, California, May 23, 2000, Platform presentation.

Talley, J. W., Goldstein, K. J, Schaar, R. G., Hatzinger, P. B., Chaki, S., Senrick, M., "Bioremediating PAHs and TPH at Watervliet Arsenal," 5<sup>th</sup> International In-Situ and On-Site Bioremediation Symposium, San Diego, California, April 22, 1999, Platform presentation.

## JEFFREY W. TALLEY

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[en.wikipedia.org/wiki/Jeffrey\\_W.\\_Talley](https://en.wikipedia.org/wiki/Jeffrey_W._Talley)

Jeff is an accomplished senior executive whose military and civilian careers encompass a blend of academic, corporate, and government positions. He is a proven leader with experience in large-scale organizations, public private partnerships, national & cyber security, environmental & energy sustainability, disaster emergency management, infrastructure resilience, data analytics & technology, R&D, and higher education. He brings exceptional foresight regarding the integration of technology, business, and policy.

**Core Competencies:** Leadership | Vision & Innovation | Strategic Communication | Senior Leader Engagement | Planning & Development | Operations & Optimization | High-performance Team Building & Execution

**International Experience:** Canada | United Kingdom | Europe | Asia | Middle East | Africa | Central/South America

### PROFESSIONAL EXPERIENCE

**U.S. GLOBAL LEADERSHIP COALITION**, Washington DC **2022 - Present**  
**Member, National Security Advisory Council**

- The U.S. Global Leadership Coalition (USGLG) works in our nation's capital and across the country to strengthen America's civilian-led tools — development and diplomacy — alongside defense. The USGLG's National Security Advisory Council (NSAC) includes more than 200 retired three- and four-star generals and admirals, representing five branches of the Armed Forces, united in support of advancing America's national security by strengthening all the tools of national security.

**MARMION ABBEY/ACADEMY**, Aurora, IL **2021 - Present**  
**Independent Director, Not-for-Profit Board of Directors**

- Marmion Abbey is a Benedictine community of monks. The Benedictines own and operate Marmion Academy, a Catholic college preparatory high school for boys which promotes leadership and excellence in all fields. The monks of Marmion and the leadership of the academy work together for promoting a Christian and monastic vision of life for youth and for the wider Marmion family. The mission of the Abbey is built upon prayer and work as well as pastoral assistance. Serve on the Development (gift-giving) Committee.

**ENVIRONMENTAL & ENERGY STUDY INSTITUTE**, Washington DC **2020 - Present**  
**Independent Director, Not-for-Profit Board of Directors**

- Environmental & Energy Study Institute (EESI) was *founded in 1984 by a bipartisan group of members of Congress* to inform the debate and decision-making on energy and environmental policies. EESI is a 501(c)(3) non-profit organization dedicated to promoting sustainable societies. EESI's strength lies in translating complicated subjects into compelling stories, case studies, and user-friendly materials for policymakers and the public. Serve on the Finance Committee.

**THE P3I GROUP LLC**, Scottsdale, AZ **2020 - Present**  
**President & CEO**

- Founded The Public Private Partnership Initiatives (P3i) Group as an advisory services firm that brings together people, technology, and solutions from across government, business, not-for-profit, and academia. Provide senior management consulting to clients, with emphasis on the application of P3s to solve complex problems and create new opportunities.

**BLUMETRIC ENVIRONMENTAL CORPORATION**, Ottawa, Ontario, Canada **2019 – Present**  
**Independent Director, Public Company Board of Directors**

- BluMetric is a diverse water, earth, and energy company providing solution-oriented consultation, design, products, and construction services to clients in more than 60 countries. BluMetric is a publicly traded Canadian company. Chair of the Human Resources and Governance Committee; also serve on the Finance/Audit Committee.

**UNIVERSITY OF SOUTHERN CALIFORNIA**, Los Angeles, CA **2017 – 2020**  
**Professor of the Practice & Business Scholar-in-Residence**

- Held faculty appointments in the Price School of Public Policy, the Viterbi School of Engineering, and the Brittingham Social Enterprise Lab, Marshall School of Business. Taught/conducted research about Public Private Partnerships, and Disasters Management, with emphasis on the impact technology is having on society, business, and government.
- Spoke regularly at university seminars, workshops, and events. Supported multiple veteran-related organizations.

**JEFFREY W. TALLEY**

Page 2 of 3

**IBM CORPORATION, GLOBAL BUSINESS SERVICES**, Phoenix, AZ**2016 – 2020****Vice President, Global Public Sector**

- Reported to Global Managing Director of IBM's Global Government Industry, a \$9.4B operation in over 170 countries.
- Advised senior leadership on strategic issues to include emerging markets, business development, and acquisitions.
- Spearheaded multiple business, technology, and consulting initiatives worldwide; utilized big data digital integration with cognitive analytics (AI) for applications in defense/intelligence, cyber security, and climate change.
- Led development/implementation of IBM's Disaster Emergency Management Solutions (IDEMS) platform to assist the U.S. DOD's response to the COVID 19 pandemic.
- Directed IBM's post-Hurricane Harvey support to Texas, resulting in a new application of Blockchain for tracking resources and form management, as featured in the documentary movie "Bonds of Trust ([www.youtube.com/watch?v=aV4abSZE5uc](http://www.youtube.com/watch?v=aV4abSZE5uc)).
- Received IBM's Patent Innovation Award for advancing visualized situational awareness technology

**IBM CENTER FOR THE BUSINESS OF GOVERNMENT** (a business think tank), Washington, DC**2016 – 2020****Global Fellow**

- Conducted research and wrote about public private partnerships, disaster emergency management, water and the environment, climate change and sustainability, national security, and veteran's initiatives.
- Assisted the Center in connecting research to practice, while applying scholarship to real world issues and decisions.

**HARVARD UNIVERSITY**, Cambridge, MA**2015 – 2016****Advanced Leadership Fellow & Cabot House Scholar-in-Residence**

- Utilized the vast intellectual resources at Harvard to learn, teach, mentor, consult, reflect, and write about the integration of business, technology, and public policy to solve global problems. Met regularly with students to discuss current topics of the day and provided advice on careers. Advised students/faculty on their startup companies.
- Received special permission from the U.S. Army to accept and begin the Harvard fellowship during the final months of my Army career. Harvard allowed me to commute to campus from the Pentagon during my initial semester of work.

**U.S. ARMY** (on active duty), Lieutenant General, Pentagon, Washington, DC/Ft. Belvoir, VA**2012 – 2016****32<sup>nd</sup> Chief of Army Reserve (CAR)**

- Led organization of +215K Soldiers/civilians, 134 general officers/senior executives, 1100 reserve centers and training facilities, 6 military installations, and equipment inventories valued at over \$39B.
- Served as principal staff adviser to the Secretary of the Army and the Chief of Staff of the U.S. Army on Army Reserve Affairs. Oversaw operating budget of ~\$9B within a global footprint in +30 countries and all states and territories of the U.S.
- Developed budgets, training programs, policy decisions, managed troop program units, individual mobilization augmentees, and the active guard reserve program worldwide, appropriations director for Army Reserve funds.
- Prepared annual report (posture statement) for the U.S. Congress on the state of America's Army Reserve. Met regularly with members/staff of the U.S. House and the U.S. Senate. Testified multiple times per year.

**U.S. ARMY** (on active duty), Lieutenant General, Ft. Bragg, NC**2012 – 2016****Commanding General, U.S. Army Reserve Command (USARC)**

- Commanded the largest 3-star command in the DOD, with over 2K units located and operating globally.
- USARC contained the majority of combat support/combat service support capabilities in the Total Army with expertise in legal, civil affairs, logistics, transportation, medical, engineering, intelligence, information support, police, chemical, signal, human resources, finance, chaplain, and training operations.
- Mobilized/deployed over 62K Soldiers, including continued support to operations in Iraq/Afghanistan, all while overcoming unprecedented challenges, including the first reduction to the Reserve force since the end of the Korean War, severe budget cuts known as sequestration, and a government shutdown.
- Retired from the military in 2016. Recognized by the U.S. Senate on June 28, 2016, with *Tribute to Lieutenant General Jeffrey W. Talley*, as reflected in the congressional record. Awarded the Army Distinguished Service Medal (2<sup>nd</sup> award).

**THE JOHNS HOPKINS UNIVERSITY**, Baltimore, MD**2011 – 2012****Adjunct Professor**

- Held faculty appointment in the Department of Geography & Environmental Engineering, C.W.C. Whiting School of Engineering. Taught seminars in environmental engineering, sustainable development, and entrepreneurship associated with technology.
- Resigned from faculty to comply with U.S. Senate confirmation rules for appointment as Chief of Army Reserve.

**JEFFREY W. TALLEY**

Page 3 of 3

**ENVIRONMENTAL TECHNOLOGY SOLUTIONS (ETS) LLC**, Phoenix, AZ**2010 – 2012****Co-Founder, President & CEO**

- Co-founded ETS as an engineering, research and services company that developed/commercialized technologies to benefit society and the environment. As ETS' first President and CEO, led ETS to profit within the first year of business.
- ETS served as a parent holding company for multiple businesses organized around specific technologies: Green & Grow - soil conditioners that multiply favorable plant characteristics; SafeWaters - a real-time pathogen sensing for water; Nereus - a series of heavy metal remediation products for water, soil, and sediment; and SecureNet - a land-based change detection product that aids in locating improvised explosive devices and improving border security.
- Green & Grow won the University of Oxford Said Business School's Venture Fund Competition for best start-up in 2011 and was also recognized by the U.S. Army Corps of Engineers as best new green technology. Green & Grow was valued at over \$20M dollars during series B capital raise in the spring of 2012.
- Resigned as President & CEO to comply with U.S. Senate confirmation rules for appointment as Chief of Army Reserve.

**OFFICE OF THE SECRETARY OF DEFENSE** (not on active duty/part-time), Major General, Washington DC**2009 – 2012****Member, Reserve Force Policy Board (RFPB)**

- Served as a member of the RFPB, an independent adviser to Secretary of Defense on strategies, policies, and practices designed to improve and enhance the capabilities, efficiency, and effectiveness of the reserve components.

**U.S. ARMY RESERVE** (not on active duty/part-time), Major General, Ft. Knox, KY**2009 – 2012****Commanding General, 84<sup>th</sup> Training Command**

- Commanded 4K-Soldier Training Command, with 3 subordinate one-star divisions: 78th Training Division (Joint Base McGuire Dix Lakehurst, NJ), 86th Training Division (Ft. McCoy, WI), 91st Training Division (Ft Hunter Liggett, CA), associated Regional Training Centers, and other units in 39 states.
- Managed annual operating budget of over \$30M. Assessed readiness of units/leaders preparing for deployment through the planning/execution of Combat Training Center-like exercises. Awarded the Army Distinguished Service Medal (1<sup>st</sup> award).

**SOUTHERN METHODIST UNIVERSITY**, Dallas, TX**2009 – 2011****Professor & Department Chair, Endowed Chair, & Institute Founding Director**

- Professor (with tenure) of Civil & Environmental Engineering – taught/conducted research on the characterization and remediation of pollutants. Principle investigator on multiple projects, advised students/post-doctorate fellows.
- Chair of the Civil & Environmental Engineering Department - led significant growth and reorganized the department with emphasis on advancing scholarship and teaching.
- Bobby B. Lyle Chair of Leadership & Global Entrepreneurship - taught seminars, lectures, and executed projects emphasizing leadership and entrepreneurship skills.
- Founding Director of the Hunter & Stephanie Hunt Institute for Engineering & Humanity – named/directed the first institute where engineering/humanities were integrated in theory/practice to address issues of the global poor.

**U.S. ARMY** (on active duty/mobilized/deployed), Brigadier General, Combat Duty in Baghdad, Iraq**2008 – 2009****Commanding General, 926<sup>th</sup> Engineer Brigade, 4<sup>th</sup> Infantry Division, Multi-National Division-Baghdad & Baghdad Provincial Engineer**

- Commanded an organization consisting of thousands of engineers (coalition, joint, military, and civilian) in the rebuilding of Baghdad to include restoring essential services and eliminating violence/threats from improvised explosive devices.
- Credited with developing a military and policy strategy widely referred to as "Engineering the Peace" that aimed to reduce violence in destabilized communities by rapidly rebuilding infrastructure, schools and hospitals.
- Awarded two Bronze Star Medals (2<sup>nd</sup> and 3<sup>rd</sup> awards) - one for rebuilding Baghdad, and the other for meritorious achievement in the January 2009 planning/execution of security operations for the Baghdad provincial elections.
- On leave of absence from Malcolm Pirnie Corporation and the University of Notre Dame during mobilization/deployment.

**OTHER PROFESSIONAL EXPERIENCES****1981 – 2009**

- **MALCOLM PIRNIE CORPORATION, Associate**, Chicago, IL/White Plains, NY
- **UNIVERSITY OF NOTRE DAME, Associate Professor** (with tenure), Notre Dame, IN
- **U.S. ARMY** (on active duty/mobilized/deployed), **Lt. Colonel, Deputy G-3/Chief of Operations**, Combat Duty in Kuwait/Iraq (Bronze Star, 1st award); on leave of absence from the University of Notre Dame
- **UNIVERSITY OF NOTRE DAME, Assistant Professor** (tenure-track), Notre Dame, IN
- **VARIOUS ARCHITECTURE ENGINEERING FIRMS, Environmental Consultant**, throughout the U.S.
- **WATERWAYS EXPERIMENT STATION, Research Engineer & Biotechnology Team Leader**, Vicksburg, MS
- **U.S. ARMY CORPS OF ENGINEERS BALTIMORE DISTRICT, Environmental Engineer**, Baltimore, MD
- **U.S. ARMY CORPS OF ENGINEERS BALTIMORE DISTRICT, Engineering Technician**, Baltimore, MD
- **U.S. ARMY RESERVE** (not on active duty/part-time), **Captain thru Brigadier General, Command & Staff positions**, throughout the U.S.
- **U.S. ARMY** (on active duty), **2LT thru Captain, Command & Staff positions**, throughout the U.S. and Republic of Korea

## **EDUCATION AND CREDENTIALS**

- **Executive M.B.A., University of Oxford**, Oxford, England
- **M.S.S. (Strategic Studies), U.S. Army War College**, Carlisle, PA
- **Ph.D. (Civil & Environmental Engineering), Carnegie Mellon University**, Pittsburgh, PA
- **M.S.E. (Environmental Engineering & Science), The Johns Hopkins University**, Baltimore, MD
- **M.L.A. (Liberal Arts – History/Philosophy), Washington University**, St. Louis, MO
- **M.A. (Religious Studies), Assumption College (Ecumenical Institute)**, Worcester, MA
- **B.S. (Forestry – Natural Resource Management), Louisiana State University (LSU)**, Baton Rouge, LA
- **Registered Professional Engineer (P.E.)** in Environmental Engineering
- **Board Certified Environmental Engineer (BCEE)** in Sustainability
- **Diplomat, Water Resources Engineer (D.WRE)**
- **5 Patents, 87 Publications**



**JEFFREY W. TALLEY**  
Ph.D., P.E., BCEE, D.WRE  
Lieutenant General, U.S. Army (Retired)

Jeff is an accomplished senior executive whose military and civilian careers encompass a blend of academic, corporate, and government positions. He is a proven leader with experience in large-scale organizations, public private partnerships, national & cyber security, environmental & energy sustainability, disaster emergency management, infrastructure resilience, data analytics & technology, R&D, and higher education. He brings exceptional foresight regarding the integration of technology, business, and policy.

His military career included duty in the United States, Korea, Kuwait, and Iraq. His service culminated in 2012 when he was appointed to the rank of Lieutenant General and to a four-year term as the 32nd Chief of Army Reserve & 7th Commanding General of the U.S. Army Reserve Command; an organization of over 215,000 Soldiers and civilians, 134 general officers and executives, with an annual operating budget of \$9B, and activities in over 30 countries, including all states and territories. He has received numerous medals and awards, including two Army Distinguished Medals and three Bronze Star Medals. He retired from the military in 2016 and was recognized by the U.S. Senate on June 28, 2016 with "Tribute to Lieutenant General Jeffrey W. Talley", as reflected in the congressional record.

His civilian career consists of a portfolio of academic, business, and government experiences. Academic positions held are Assistant Professor, Associate Professor, Professor, Department Chair, Endowed Chair, Institute Director, Adjunct Professor, Advanced Leadership Fellow, Scholar-in-Residence, and Professor of the Practice, with appointments at the University of Notre Dame, Southern Methodist University, The Johns Hopkins University, Harvard University, and the University of Southern California. Business positions held are President & CEO of The P3i Group, Vice President & Global Fellow at IBM, President & CEO of Environmental Technology Solutions (ETS), and Associate at Malcolm Pirnie. Government positions held are Research Engineer & Biotechnology Team Leader, Environmental Engineer, and Engineering Technician with the U.S. Army Corps of Engineers. He currently serves on the Board of Directors for Marmion Abbey/Academy, Environmental and Energy Study Institute (EESI), and BluMetric Environmental Corporation. He also sits on the U.S. Global Leadership Coalition's National Security Advisory Council (NSAC).

Jeff holds a Ph.D. (Civil and Environmental Engineering) from Carnegie Mellon University, an Executive M.B.A. from the University of Oxford, an M.S.E. (Environmental Engineering and Science) from The Johns Hopkins University, an M.L.A. (Liberal Arts – History/Philosophy) from Washington University in St. Louis, an M.S.S. (Strategic Studies) from the U.S. Army War College, an M.A. (Religious Studies) from Assumption College, and an B.S. (Forestry - Natural Resource Management) from Louisiana State University. He is a registered Professional Engineer (P.E.), a Board-Certified Environmental Engineer (BCEE) in Sustainability, and a Diplomate, Water Resources Engineer (D.WRE).

**February 23, 2022**

VIA Email Delivery:

Mike Griffin

Chair, Presidential Search Committee

mgriffin@savills.us

Dear Chair Griffin,

When I was asked to serve as interim president of the University of South Florida seven months ago, I pledged to create a smooth glidepath for the next chapter of our university. At the time, I couldn't have imagined how pivotal this next chapter would be. Over hundreds of hours – in conversations with students, faculty, staff, researchers, alumni, athletes and fans, donors, elected officials and community members – it has become clear that USF is at a turning point, one that requires new levels of focus, creativity, collaboration and care for our people. It also requires steady leadership, vision and purpose.

As such, today I would like to officially express my interest in serving as USF's eighth president. It would be a distinct honor to continue my service to this community, which has given so much to me. I would like to share some of my vision for our university's pivotal next chapter – a new era of collaboration as OneUSF.

**Our people and students - the heart of everything we do**

The past few years at USF have been steeped in seemingly constant change. From the pandemic and a wake of social recalibration to consolidation and new leadership – our community has endured an immense amount of challenge. Rather than slow us down, these changes have ushered in a new collective empathy and optimism.

Now is the time for us to invest in our people, giving faculty, staff and students the tools they need to maximize success within this new paradigm. We have already begun mapping out programs that will modernize our workforce and learning environments, provide more systems of support, help our people and students grow and provide more channels for transparency and feedback.

The future of USF will be defined by the experiences of our faculty, staff and students. It will be my job as your president to ensure that those experiences are not only positive but transformative, helping to unlock and multiply our potential.

**Creating a culture of inclusive excellence**

In this spirit, we also have a responsibility to ensure that our culture is one of belonging and inclusive excellence, fostering diversity of thought, backgrounds and experiences.

While equity and inclusion have come to the forefront of our consciousness in recent years, these values have been a part of our university DNA since our beginning. USF is a place where people can come just as they are; where they can try new things and ask hard questions. Never before has this been so important.

Our world is changing rapidly. We have never been so connected, and yet there is still immense opportunity to better understand and learn from one another both within the university and the communities we serve. USF can be a catalyst for that understanding: a place where freedom of ideas, expression and academic inquiry flourishes.

**Building an infrastructure for innovation**

USF's capacity for rapid growth and evolution has been one of our strengths, allowing us to reach milestones once reserved for universities centuries older than ours. While impressive, this growth has outpaced some of our institutional infrastructure. As we work toward the ambitious goals outlined in our new strategic plan, now is the time to fortify our foundation with scalable and sustainable systems and tools.

This includes a transparent and predictable budget model that enables greater efficiencies and gives our leaders the ability to plan for changing needs; a focus on cross-university systems and technology; a broader interpretation of our research enterprise and our partners; an engaging physical environment that brings our community together around academics, campus life activities and athletics; and more cohesive communication channels across our distinctive campuses, colleges and units.

One of my strengths as a leader is to simplify the complex, thinking analytically about new ways of operating. As your president, I will help build an environment that accelerates the spirit of innovation that is a hallmark of USF.

Each of these areas has been identified in the new [USF Strategic Plan](#) – which is USF's glidepath to the future. There is so much potential, and we are just getting started.

As I said when I was named interim president, USF has been a part of my entire educational and professional life, since I began work as a research project administrator in the USF Office of Sponsored Research. To be able to give back to this university, and to this community, some of what I have gained over my career would be the privilege of my life.

This is our moment. When we link arms and work together, anything is possible.

Sincerely,



Rhea F. Law

CC: Alberto Pimental, SP&A Executive Search

## **Rhea F. Law, J.D.**

Rhea Law is a proud fifth-generation Floridian who is passionate about the success of the state. Actively involved in corporate, public policy, civic and charitable work, Law holds top leadership positions with many Florida-based organizations including serving as Interim President of the University of South Florida since August 2021. She received gubernatorial appointments to serve on the inaugural Board of Trustees for the University of South Florida, as well as the Board of the Florida Council of 100, the public policy liaison with Florida's governor, cabinet, legislative leadership and Supreme Court. Rhea served as Chair of the Board for both organizations. In addition, she was a two-time Chair of the Tampa Hillsborough Economic Development Corporation and the Tampa Bay Partnership during times of reorganization and expansion. She also served as Chair of the University of South Florida Health Professions Conferencing Corporation which operates the Center for Advanced Medical Learning and Simulation and Chair of the Stetson University College of Law Board of Overseers, as well as serving on the Board of Trustees of Stetson University.

Currently, Law serves on the Board of Directors of Tampa Electric Company, which supplies electricity to the Tampa area, and Peoples Gas, which provides gas throughout Florida. She also serves on the Executive Committee of the Tampa Bay Economic Development Council, the Tampa Bay Chamber, and on the H. Lee Moffitt Cancer Center Board of Directors and National Board of Advisors. As a member of the USF President's Council Society, she is among honored donors who have made a lifetime commitment of \$100,000 or more or a legacy gift to USF.

Law is the former President, CEO and Chair of the Board of Fowler White Boggs, a Florida law firm. As the only woman to head one of Florida's 25 largest law practices, she was tapped to join the Leadership Council on Legal Diversity created to assist a diverse generation of attorneys ascend to positions of leadership. Her efforts to diversify the leadership within the firm led to many firm recognitions for its efforts in diversity. She led the merger of Fowler with a national firm, Buchanan Ingersoll & Rooney in 2014 where she continued to serve as Chair, Florida Offices until 2018. The consolidation of the firms created a powerhouse firm with law offices throughout the country and hundreds of lawyers who specialize in a broad spectrum of business areas such as Energy, Finance, Healthcare and Life Sciences.

Her areas of legal practice included higher education, economic development, government, environment and land use. Over the course of her 35-year-plus career, Law has worked with clients on land use and strategic planning to meet the needs of a growing Florida.

**EXPERIENCE DETAIL**

<b>Interim President and CEO</b> <i>University of South Florida – Tampa, FL</i>	August 2021 – Present
<b>Chair, Florida Offices Of Counsel</b> <i>Buchanan Ingersoll &amp; Rooney</i>	2014 – 2018 2018 – August 2021
<b>President, CEO and Chair of the Board Partner, and other leadership roles</b> <i>Fowler White Boggs</i>	2002 – 2014 1981 – 2002
<b>Associate</b> <i>Dixon, Lawson &amp; Brown</i>	1979 – 1981

**CURRENT PROFESSIONAL AND COMMUNITY ROLES**

<b>Board of Directors</b> <i>H. Lee Moffitt Cancer Center and Research Institute</i>	2021 – Present
<b>National Board of Advisors</b> <i>H. Lee Moffitt Cancer Center and Research Institute</i>	2010 – Present
<b>Board Member</b> <i>Tampa Electric Company</i>	2017 – Present
<b>Member, Board of Directors</b> <i>Lions Eye Institute</i>	2021 – Present (Leave of Absence)
<b>Board of Overseers, Former Chair; Current Honorary Board Member; Former Member, Board of Trustees for Stetson University</b> <i>Stetson University College of Law</i>	2014 - Present (Leave of Absence)
<b>Past Chair, Lifetime Ex Officio Board Member</b> <i>Greater Tampa Chamber of Commerce</i>	1996 - Present
<b>Past Chair Executive Committee and Chair, Economic Competitiveness Committee; Member of Program Committee and Membership Committee; Subcommittee on Diversity</b> <i>Florida Council of 100</i>	2003 – Present
<b>Past Chair; Lifetime Executive Committee Member</b> <i>Tampa Bay Economic Development Council</i>	2010 – Present

<b>Past Chair, Current Member</b> <i>Tampa Bay Partnership</i>	1999 - Present
<b>Former Chair and Member</b> <i>MacDill AFB Support Council</i>	2011 – Present
<b>Air Mobility Command Civic Leader</b> <i>U. S. Air Mobility Command</i>	2008 – Present

## FORMER PROFESSIONAL AND COMMUNITY ROLES

### Legal:

- US Law Firm Group, Trustee and Former President, 2012, Member 1995 - 2018
- Terralex, Trustee
- American Bar Foundation, Fellow
- Member, Leadership Council on Legal Diversity – 2010-2014
- The Florida Bar: Chair of Grievance Committee, 1994-1997
- Hillsborough County Bar Association: Chair, Environmental and Land Use Section 1991 – 1992
- Member, Managing Partner Forum: Advisory Committee 2002 – 2005; 2009 – 2010
- Member, Stetson University College of Law, Board of Overseers
- Member, Hillsborough Association of Women Lawyers
- Licensed, Supreme Court of Florida, 1980
- Member, Society of Trial Advocacy, Stetson University College of Law, 1978

### Business:

- 2 G Foundation and 4 G Foundation, CEO, 2021 – August 2, 2021
- Blue Cross Blue Shield of Florida, Multicultural Advisory Council Member, 2012 – 2017
- Member, Hillsborough County Business Advisory Group
- Member, Pasco County Business Advisory Group
- Event Chair, Tampa Bay Business Hall of Fame, 2009
- National Association of Industrial and Office Properties: President, Tampa Bay Chapter, 1997; Board of Directors, 1996 – 2009; Chair, Tampa Bay Watch 1992 – 2009, Chair Public Affairs 1992 – 1995
- National Association of Industrial and Office Properties of Florida, Inc., President, 1998
- Member, Tampa Bay Regional Water Accord, 1998
- Vice President, Public Affairs, 1996, Board of Directors, 1992 – 2000
- Graduate, Leadership Tampa, Greater Tampa Chamber of Commerce, 1991

### Medical/High Tech:

- Member, Board of Directors, Tampa Bay Technology Forum, 2014-2015
- Member, H. Lee Moffitt Cancer Center and Research Institute Board of Directors, 2000 – 2010
- Member, H. Lee Moffitt Cancer Center and Research Institute National Advisory Board, 2010 - Present
- Judge, Band-aids B.R.I.D.G.E., USF College of Medicine, 2013

### Higher Education:

- University of South Florida Health Professions Conferencing Corporation, USF Center for Advanced Medical Learning and Simulations (CAMLs), Chair, 2013 – August 2, 2021
- Vice Chair, USF Presidential Search Committee, 2018 - 2019
- Chair, Vice Chair, University of South Florida Inaugural Board of Trustees, 2001 – 2013
- Member, University of South Florida Presidential Selection Committee, 1999 – 2000

- Chair, Research, Innovation, Engagement and Job Creation Workgroup of the USF Board of Trustees, 2012
- Member, Advisory Committee for the University of Tampa College of Business, 1998-2001
- Corporate Committee Chair, Stetson Cornerstone Campaign
- University Research Project Administrator, Office of Sponsored Research, University of South Florida, 1968-1977

#### **Public Policy and Economic Development:**

- City of Tampa Mayor's Development Advisory Committee, 2019 - 2020
- Member, Board of Directors, Enterprise Florida, Inc.
- State of Florida Attorney General's Office, Member of Transition Team – Charlie Crist
- Greater Tampa Chamber of Commerce, Chair, 1999; Leadership Tampa Class of 1992; Chair Economic Development Day and Government Day, 2001 - 2013
- Chair, Tampa Bay Partnership (Economic Development and Marketing organization): Former Chair, Board of Directors, Executive Committee, 1999 - 2018
- Chair, Tampa Bay Partnership (Public Policy organization), 2016 - 2018
- Chair, Tampa Hillsborough Economic Development Corporation – Chair, 2000 and 2017; General Counsel, 2016 – 2018; Former Chair, 2011 and 2015; Executive Committee Member, 2010 – Present; Chair, Steering Committee, 2010; Governance Committee Chair
- Member, Advisory Committee for Development and Review, City of Tampa
- Pasco Economic Development Council, Board of Directors 2011 – 2013
- Westshore Alliance, Board of Directors, 2001-2003

#### **Military:**

- Selected to participation in 68<sup>th</sup> Air War College/National Security Forum. Montgomery Alabama, May 2022
- Tampa Bay Defense Alliance, Inaugural Board of Directors and Secretary/Treasurer, 2012 – 2015
- Selected by Secretary of Defense to participate in Joint Civilian Orientation Conference, U. S. Department of Defense, 1997
- Member, Defense Orientation Conference Association, 1998 - 2001
- Greater Tampa Chamber of Commerce Base Realignment and Closure (BRAC) Committee
- Inaugural Honorary Wing Commander, 6<sup>th</sup> Air Mobility Wing, MacDill AFB, 2009-2011
- Member, US Central Command Organization and Family Picnic Committee, 2010
- Chair, Inaugural MacDill AFB Support Committee
- Host, Operation Helping Hand, March 2012
- Member, Air Force Ball Committee, 2008, 2009, 2010 and 2011
- F-16 flight, MacDill Air Force Base, 1999

#### **Community:**

- American Heart Association, Chair, Metro Board, 2013 – 2015, Chair, Heart Walk, 2004, Logistics Chair, Heart Walk, 2001
- Host Committee, NCAA Women's Final Four, 2008
- President, University Club – 2001 – First Woman Board member, 1998 - 2001
- Vice Chair, Superbowl Host Committee, 2006 - 2009
- Honorary Chair with Husband, Wayne Williams, Cattle Barons' Ball, American Cancer Society, 2007
- Participant, Day of Discovery, H. Lee Moffitt Cancer Center and Research Institute, 2007
- Tribute Chair, Gulf Coast/Southwest Region, Arthritis Foundation
- Member, Tampa Bay Regional Institute for Public Policy Board of Directors
- The Victory Ship: Board of Trustees & Vice Chair, 1999-2001
- Chair, Walk to Defeat ALS, ALS Association, 2003

- Members, H. Lee Moffitt Society, H. Lee Moffitt Cancer Center and Research Institute, 2003
- Member, Golden Triangle Civic Association, 2003-2007
- Chair, Committee of One Hundred, Greater Tampa Chamber of Commerce, 2001
- Participant, White Coat Mini-Internship Program, Tampa General Hospital, 2001
- Chair, Kiss a Pig or Something "Wilder", Boys and Girls Clubs of Tampa Bay, 2000
- Graduate, USF Mini-Medical School, 1996
- Member, Shriners Hospital Benefit Days, Egypt Temple Shrine, 1984

#### GUBERNATIONAL APPOINTMENTS

- University of South Florida Inaugural Board of Trustees – Chair and Vice Chair, 2001 – 2013; Appointed by Governor Jeb Bush and Reappointed by Governor Charlie Crist
- Florida Council of 100, 2003 – Present; Served as Chair 2015 – 2016; Appointed by Governor Jeb Bush
- General Counsel, Tampa Hillsborough Expressway Authority; Appointed by Governor Jeb Bush

#### AWARDS

- Martindale Hubbell AV Rating
- Florida Super Lawyer, 2006 – Present
- Top 50 Female Lawyers
- Leading Zoning/Land Use Lawyer, Chambers 2004 – Present
- Florida Legal Elite Hall of Fame, 2009 – Present
- Legal Elite Lawyer of the Year, 2019
- Chambers 2017 Rankings – Band 2 – Real Estate/Land Use
- Inclusion in Best Lawyers in America® 2006 - Present for:
  - Administrative/Regulatory law
  - Environmental Law
  - Government Relations Practice
  - Land Use and Zoning Law
  - Municipal Law
  - Real Estate Law
- Tampa Bay Business Journal, Lifetime Achievement Award at Businesswoman of the Year, March 11, 2022
- Tampa Bay Business Journal, 2022 Power 100, Tampa Bay's Most Influential Leaders
- 2021 Governor's Business Leader of the Year Award by the Florida Council of 100
- Honorary Member, National Academy of Inventors, November 2021
- 2021 Honoree for Edge Business Magazines' 2<sup>nd</sup> Annual Celebration of Women
- Recipient of Resolution by the Board of Overseers of Stetson University College of Law for selfless devotion to the affairs of the College of Law and advancement of legal education, February 13, 2021
- Inclusion in Florida 500, Florida Trend Magazine, highlighting the 500 most influential executives in different economic sectors throughout the state of Florida, 2018 – 2020; Living Legend, 2021
- Named an expert voice for the *Miami Herald's* Top-50 Florida Influencer Project – May 18, 2018 culminating in the Florida Priorities Summit, November 13-14, 2018
- Inducted as a *2018 Honorary Member of the National Association of Inventors* in recognition of support and commitment to innovation at USF and continued advancement of collaborative business partnerships in the Tampa Bay area, September 7, 2018
- Awarded University of South Florida Distinguished Alumna Award, October 18, 2018, Parade Recognition, October 19, 2018, On field recognition at Homecoming Game, October 20, 2018

- January 2017 - Named to the 2017 *Tampa Bay Business Journal* Power 100 list - # 6. The inaugural Power 100 list highlights people who have the greatest impact and influence on the Tampa Bay business community
- "Lawyer of the Year" award recipient in the 2017 Edition of The Best Lawyers in America© Ms. Law received the highest ratings this year from her peers in a specific practice area and geographical location, making her the only attorney to receive this "Lawyer of the Year" award
- Chosen for Inclusion in the Best of Tampa Bay book, 2017
- Identified in top 25 most Influential Business Players in Tampa Bay (only lawyer), *Tampa Bay Times*, 2017
- Recipient, Greater Tampa Chamber of Commerce Dottie Berger MacKinnon Women of Influence Award, April 28, 2016
- Inaugural Member, Power 100, Tampa Bay Business Journal, 2016
- Recipient, Induction into the University of South Florida Order of the Golden Brahman, October 27, 2016
- Recipient, University of South Florida College of Pharmacy Bowl of Hygeia, September 1, 2016
- Recipient, Most Powerful and Influential Women of Florida Award, National Diversity Council, 2015
- Recipient, Five Fabulous Females, Academy Prep Award Winner, February 3, 2015
- Recipient, Most Powerful and Influential Woman Award, Florida Diversity & Leadership Conference, April 30, 2015
- Recipient, Lawyer of the Year, Tampa's International Trade and Finance Law, Best Lawyers, 2014
- Recipient, Chairs, Award for Excellence in Leadership, Tampa Bay Partnership, 2014
- Honorary Doctor of Business Administration Degree, Webber International University, 2013
- Honorary Doctor of Medicine Degree, University of South Florida Morsani College of Medicine, 2013
- Recipient, Herman W. Goldner Award for Regional Leadership, Tampa Bay Regional Planning Council, 2012
- Recipient, Glass Ceiling Award, National Diversity Council, 2012
- Recognition, Women's History Month, 6<sup>th</sup> Air Mobility Wing, MacDill AFBm, 2011
- Recipient, President's Fellow Medallion, University of South Florida, 2010
- Awarded, Flag flown over Afghanistan and on Air Force One by General Raymond E. Johns, Commander, Air Mobility Command, Scott Air Force Base, 2010
- Selected as one of the top 50 women business leaders in Florida, Florida International University's Center for Leadership and the Commonwealth Institute, 2007, 2008, 2009.
- Recipient, Woman of the Year, Tampa Bay's Business and Professional Women, 2009 with commendation from Mayor Pam Iorio
- Recipient, Tampa Bay's 100 Most Influential Business Leaders, CEO Council of Tampa Bay, 2009
- Recipient, for Fowler White Boggs, Inaugural award of "Organization Most Supportive of Women", E Women Network, 2009
- Recipient, Award for Excellence in Community Service, Daughters of the American Revolution, 2009
- Inducted into the National Association of Industrial Office Properties (NAIOP) Hall of Fame, 2009, as well as Special Service Awards, 1994, 1998, 2001, 2002, 2003, 2007, 2008 Presidents' Awards, 1995 and 2006 and the Spirit Award, 2000
- Recognition for Support of Global Awareness: Presented by Her Royal Highness Princess Maha Chakri Sirindhorn – Bangkok, Thailand, 2008
- Recipient, Tampa Bay CEO of the Year, Tampa Bay CEO Magazine, 2008, and recipient of CEO of the Year for Legal Services, 2008
- Inducted, Stetson University, College of Law Hall of Fame, 2008
- Recipient, Tampa Bay Partnership, Chairs' Cup of Excellence for Regionalism, 2006
- Inducted, Business Women's Hall of Fame, St. Petersburg Area Chamber of Commerce, 2005
- Who's Who in Business in the Tampa Bay Area, Tampa Bay Business Journal, 2004 – 2005.
- Honoree for Exemplifying Ideals of Honor, Wisdom and Earnestness, Beta Gamma Sigma, University

- of South Florida, 2005
- Recipient, Tampa Bay Business Journal, Inaugural Businesswoman of the Year, 2004
- Recipient, Tampa Bay Business Journal, Business Services Women of the Year, 2004
- Selected as one of Florida’s Most Influential People, Florida Trend, 2004
- Recipient, Lawyer in the Spotlight Award, Hillsborough Association for Women Lawyers, 2004
- Recipient, Ben C. Willard Award, Stetson University College of Law, 2002
- Recipient, Volunteer of the Year, Southern Economic Development Council, 2002
- Recipient, Richard L. McLaughlin Award, Florida Economic Development Council, 2002
- Inaugural Parke Wright III Leadership Award, Greater Tampa Chamber of Commerce, 2002
- Recipient, Service Above Self Award, Rotary Club, 2002
- Inducted, Tampa Bay Business Hall of Fame, The Florida Council on Economic Education, 2002
- Knighted, Lady of the Law, and inducted into the Court of Honor, Krewe of Venus, 2002
- Recipient, Distinguished Award Winner, Tampa Bay Women in Business, The Business Journal, 2000
- Awarded, Flag Flown “Over MacDill” in Honor of Support and Friendship to MacDill AFB, 2000
- Key to the City of Tampa conferred by the Mayor of Tampa, Dick Greco, 1999
- Recognition for Outstanding Leadership and Support of MacDill, 1999
- Proclamation from the Hillsborough County Board of County Commissions for Leadership, 1998
- Proclamation from the Florida Senate for work in Economic Development, 1998
- Selected by Secretary of Defense William Cohen to participate in the Joint Civilian Orientation Conference, May 1997
- Recipient, McNeil Award, Fowler White Boggs Banker, 1995
- Selected, Outstanding Young Woman of America, 1978

<b>EDUCATION</b>
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**B.A., with honors**

*University of South Florida, Tampa, FL*

1977

**J.D., with honors**

*Stetson University College of Law, DeLand, FL*

1979

**Agenda Item: FL 101**

**USF Board of Trustees**  
March 22, 2022

**Issue:** Selection of the 8<sup>th</sup> University of South Florida President

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**Proposed action:** Select and appoint the 8<sup>th</sup> University of South Florida President for confirmation by the Florida Board of Governors

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**Background information:**

Pursuant to Board of Governors Regulation 1.002, Presidential Search and Selection, the Board of Trustees must select and appoint a final qualified candidate under the position criteria as president-elect for recommendation to the Board of Governors for confirmation. The president-elect must then be confirmed by the Florida Board of Governors prior to taking office.

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**Agenda Item: FL 102**

**USF Board of Trustees**

March 22, 2022

**Issue:** University of South Florida Presidential Contract

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**Proposed action:** Approve Substantive Contract Terms for the University of South Florida President

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**Background information:**

The Board of Trustees must approve the substantive terms of the presidential contract.

The contract that will be initially offered to the new president is materially similar to prior USF presidential contracts, which include: annual goal setting by the Board and president; annual evaluation of the president's performance by the Board; a description of the President's duties and responsibilities; a competitive compensation package based on an executive compensation study; provisions for early termination of the contract, succession planning, and conflict resolution. As applicable, the contract addresses faculty appointment, a recommendation for tenure, and relocation.

The Board of Trustees' practice in prior presidential contract negotiations is to set clear, substantive terms that are aligned with USF's strategic plan and legal requirements, and then delegate the final details of the negotiation with the selected candidate to the Board Chair.

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**UNIVERSITY OF SOUTH FLORIDA**

**PRESIDENTIAL CONTRACT**

This Employment Agreement ("Agreement"), executed this \_\_\_ day of March 2022, and effective as of \_\_\_\_\_, 2022, is entered into by and between the University of South Florida Board of Trustees, a public body corporate of the State of Florida, (the "Board," or the "Board of Trustees"), 4202 East Fowler Avenue, CGS 401, Tampa, Florida 33620, and \_\_\_\_\_ (the "President"), for the position of President of the University of South Florida ("University" or "USF") The Board and President are collectively referred to herein as the Parties.

**WHEREAS**, the Board of Trustees has the current legal authority to determine the terms and conditions of employment of the President of the University;

**WHEREAS**, the Board of Trustees desires to commence the employment of the President pursuant to the terms and conditions provided herein and subject to confirmation by the Florida Board of Governors;

**WHEREAS**, both the University and the President desire to set forth their respective rights and obligations in this Agreement;

**WHEREAS**, both the University and the President intend this Agreement to become effective \_\_\_\_\_, 2022;

**WHEREAS**, this Agreement has been duly approved and its execution has been duly authorized by the Board of Trustees; and

**NOW, THEREFORE**, in consideration of the mutual promises, covenants, and conditions contained herein, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, it is agreed as follows:

*Appointment, Duties, and Term*

**1.0 Appointment as President:** Pending confirmation by the Florida Board of Governors, the University, on the terms specified in this Agreement, shall appoint the President to serve as the President and Chief Executive Officer of the University subject to the rules, regulations, policies of the University, and the supervision of the Board of Trustees. The President accepts and agrees to such terms of employment. The President's authority and responsibilities, as delegated by the Board and stated herein, shall extend to all the University's campuses located in Tampa, St. Petersburg, and Sarasota-Manatee, to USF Health, and at such other places as either the Board or the President deem appropriate for the interests, needs, business, or opportunities of the University.

**1.1 Presidential Duties and Responsibilities:** The President shall perform all duties required by law, by this Agreement, and customarily performed by presidents of public colleges and universities comparable in size to the University and consistent with the applicable rules, regulations and policies of the University and the Florida Board of Governors. Those duties include, but are not limited, to:

- a. Operating and managing the University;
- b. Providing institutional, faculty, and educational leadership;
- c. Strategic planning and visioning;
- d. Fundraising;
- e. Acting as corporate secretary to the Board;
- f. Preparing a budget request and operating budget;

- g.** Establishing and implementing policies and procedures to recruit, appoint, transfer, promote, compensate, evaluate, reward, demote, discipline, and remove personnel;
- h.** Governing admissions;
- i.** Approving, executing, and administering contracts for the acquisition of commodities, goods, equipment, services, lease of real and personal property, and planning and construction;
- j.** Acting as custodian of all University property, including the authority to prioritize the use of University space, property, equipment, and resources;
- k.** Implementing approved programs for the University;
- l.** Establishing the internal academic calendar of the University;
- m.** Administering the University's program of intercollegiate athletics;
- n.** Recommending the establishment and termination of undergraduate and master's level degree programs within the approved role and scope of the University;
- o.** Awarding degrees;
- p.** Administering the schedule of tuition and fees to be charged by the University;
- q.** Entering into agreements for student exchange programs;
- r.** Approving the internal procedures of student government organizations and providing purchasing, contracting, and budgetary review processes for those organizations;
- s.** Adjusting property records and disposing of state-owned tangible property;

- t. Maintaining all data and information pertaining to the operation of the University and reporting on the attainment by the University of institutional and statewide performance accountability goals;
- u. Ensuring compliance with federal and state laws, regulations, and other requirements applicable to the University;
- v. Reviewing periodically the operations of the University to determine how effectively and efficiently the University is being administered and whether it is meeting the goals of its strategic plan;
- w. Organizing the University to achieve the goals of the University efficiently and effectively; and
- x. Recommending the adoption of rules, regulations, and policies to successfully implement provisions of law governing the operation and administration of the University and the items listed above.

**2.0 Best Efforts as President:** President agrees to faithfully, industriously, and with maximum application of experience, ability, talent, devote President's full-time attention and energies to the duties of President of the University. Those duties shall be performed for the University at all campuses of the University located in Tampa, St. Petersburg, and Sarasota-Manatee, to USF Health, and at such other places as the either the Board or the President deem appropriate for the interests, needs, business, or opportunities of the University.

**2.1 Outside Activities:** The Board recognizes that it is both appropriate and beneficial for the President to engage in outside activities, such as serving on for-profit and non-profit boards of directors, consulting, delivering speeches, and writing. The

expenditure of reasonable amounts of time for personal or outside activities, as well as charitable and professional development activities, are permitted provided such activities do not interfere with the services required under the provisions of this Agreement and as otherwise determined by the Board.

**2.2 Conflict of Interest Prohibited:** The President shall not engage in any activity that may be competitive with and adverse to the best interests of the University or that interferes with the President's duties and responsibilities under this Agreement.

**2.3 Approval of Outside Activities:** The President shall seek approval from the Board Chair, who may confer with the Governance Committee, prior to agreeing to serve on any board of directors of any entity or to engage in any substantial outside business activity, including authorship of books. All income or other compensation earned by the President in connection with approved outside business activities shall be paid to and retained by the President, and such income or other compensation shall have no effect on the amount of compensation and benefits the President is entitled to receive under this Agreement. The President shall be solely responsible for President's tax reporting of any such external compensation described in this paragraph.

**2.4. Term:** The term of this Agreement shall be for a period of 5 (five) years, commencing on \_\_\_\_\_, 2022 (the "Effective Date") and ending on \_\_\_\_\_, 2027. This Agreement may be extended upon mutual agreement of the parties following review of the President's performance by the Board and confirmation of reappointment of the President by the Florida Board of Governors in accordance with applicable laws and regulations. Notwithstanding the

foregoing, this appointment shall be subject to prior termination as provided in this Agreement.

*Faculty Appointment and Professional Development*

**3.0 Tenure and Faculty Status (as applicable depending on credentials):** The President shall be recommended for a tenured faculty appointment at the rank of \_\_\_\_\_ Professor in the College of \_\_\_\_\_, upon appointment or as soon as practicable, and shall be accorded all rights and privileges afforded to such appointment. Thereafter, the President's faculty tenure and status shall be subject to the same University regulations, policies, agreements, and standards applicable to similarly situated faculty.

**3.1 Professional Development Leave:** Upon termination of service as President, the President shall be entitled to a 12-month Professional Development Leave compensated at President's then current Base Salary and Base Benefits. Professional Development Leave shall not be available if this Agreement is terminated due to termination for cause, death, or disability.

- a. If President accepts full-time employment with an entity other than the University prior to the conclusion of this Professional Development Leave, then the Professional Development Leave shall cease on the date that the new employment commences. An approved outside activity will not constitute employment for the purposes of this Agreement.
- b. Should the President resign prior to the expiration of the term of this Agreement, then the President shall be entitled to Professional Development Leave exclusively as provided in Section 8.6 of this Agreement.

**3.2 Faculty Appointment (as applicable depending on credentials):** At the conclusion of Professional Development Leave the President may transfer to a full-time 9-month faculty position as a tenured faculty member with the President's then current rate of compensation converted to a 9-month salary and adjusted as provided by USF Regulation 10.103. The adjusted compensation rate will then be further adjusted to be commensurate with similarly situated faculty in the department or unit. At the discretion of the Board and in lieu of or in combination with the faculty assignment described in this Section, the President may be eligible for an administrative assignment or position that is consistent with the University's interests and consistent with the President's qualifications and experience. If the President does not have a tenured faculty appointment, then there shall be no entitlement to transfer to faculty appointment at the conclusion of the Professional Development Leave and the President's employment with the University will terminate absent an alternate written agreement between the Board and the President.

*Presidential Goals and Evaluation*

**4.0 Submission of Goals for Annual Evaluation:** On or before August 15 of each contract year the President shall provide the Board Chair with a list of proposed goals and objectives based upon the University's strategic plan. Once approved by the Board Chair the proposed list of goals and objectives shall be submitted by the President to the Governance Committee of the Board of Trustees for consideration. Following consideration and comment by the Governance Committee, the proposed

goals and objectives shall be presented for review and approval by the Board in a special or regularly scheduled Board meeting.

- 4.1 Evaluation Process:** On or before September 30 of each contract year, President shall initiate the evaluation process for the period that began on July 1 of the previous contract year and ended on June 30 of the same by submitting to the Board Chair and Governance Committee a self-appraisal of the President's performance during said period. This appraisal shall address performance related to each of the goals and objectives determined for July 1 through June 30 of the previous contract year. At a special or regularly scheduled Board meeting after the President has submitted this self-appraisal the Board shall evaluate President's performance for the previous contract year (July 1 through June 30) based on achievement of the mutually agreed upon specified goals and objectives and other mutually agreed criteria. To aid the Board in its performance review, the President agrees to furnish such oral and written reports as may be requested by the Board Chair or Governance Committee Chair.

### ***Compensation***

- 5.0 Base Salary:** As compensation for the services to be performed by President pursuant to this Agreement the Board shall pay the President a Base Salary of \$\_\_\_\_\_. No more of this amount than is allowed by Florida Statutes shall be paid from public funds (e.g. amounts greater than \$200,000.00 per sec. 1012.976, Florida Statutes). This amount shall be payable according to the University's executive service category with appropriate deductions for taxes and benefits.

- 5.1 Review of Base Salary:** The President's Base Salary shall be reviewed annually and may be increased, but not decreased, by the Board. Such annual salary review will be accomplished in conjunction with the Board's evaluation of job performance, as set forth in this Agreement.
- 5.2 Tax Treatment of Base Salary:** The President shall be responsible for any personal income tax liability incurred because of this Agreement or any provision herein.
- 5.3 Base Benefits:** The Board authorizes all standard executive service benefits for the President, based on the current annual Base Salary.
- 6.0 Deferred Compensation:** The Board authorizes and requests that the USF Foundation contribute to a deferred compensation plan established for the President's benefit equal to 20% (twenty) of the then current annual Base Salary per contract year. This additional compensation shall be treated as deferred compensation in accordance with and to the extent allowed by applicable tax laws and regulations and shall be payable only as provided in the separate plan document (Plan Document"). The material terms of the Plan Document shall provide for accrued deferred compensation to be payable: (a) at the end of the initial contract term or as otherwise specified in Plan Document; or (b) upon the President's involuntary termination without cause; or (c) the President's death or permanent disability while in office; and that (d) any non-vested, accrued deferred compensation would be entirely forfeited if the President were to voluntarily resign prior to the end of the contract term or in the event the President were terminated

for cause. The President is encouraged to consult with independent tax advisers regarding the treatment of any deferred compensation under this Agreement.

**6.1 Performance Based Compensation:** The President shall be eligible to receive discretionary annual Performance Based Compensation for the period from July 1 to June 30 of each contract year. Performance Based Compensation shall be determined and awarded by the Board of Trustees in a special or regularly scheduled meeting no later than December 15 of each contract year. The President's entitlement Performance Based Compensation, if and to the extent awarded by the Board, shall survive the termination of this Agreement. The President's Performance Based Compensation shall not exceed \$\_\_\_\_\_ in any contract year.

a. **Assessment of Performance by the Board:** 70% (seventy) of the Performance Based Compensation shall be awarded by the Board based upon the President's performance with respect to the goals and objectives determined and fixed pursuant to the provisions of Section 4.0 of this Agreement after considering the Governance Committee's assessment.

b. **Assessment of Performance by the Board Chair:** 30% (thirty) of the Performance Based Compensation shall be within the sole discretion of the Board Chair. The Board Chair, upon consultation with the Governance Committee Chair, shall also determine the weighting to be accorded to each goal and objective for the purposes of determining the annual Performance Based Compensation for the President.

*Other Benefits*

- 7.0 **Use of State-owned Facility:** The Board will authorize and provide facilities to the President to carry out the duties under this Agreement, including the use of the facilities for official University functions, meetings with faculty, staff, students, and community leaders and for official entertainment.
- 7.1 **Automobile Stipend:** The University shall provide the President with a monthly automobile stipend of \$\_\_\_\_\_ suitable for the University President. The President is responsible for payment of tax associated with receipt of the automobile allowance that is deemed to be gross income to President. The Board will authorize and provide insurance for the President's automobile in an amount not to be less than current property and casualty insurance package limits to the President. The President and other approved drivers shall be named insureds.
- 7.2 **Professional Dues, Conferences, and Memberships in Service Organizations:** The Board will authorize and provide annually for reasonable expenses incurred by the President to attend University-related events, educational conferences, conventions, courses, seminars, and other similar professional growth activities, including membership in professional organizations. The Board authorizes and provide the President with membership dues and fees for organizations that would further the interests of the University.
- 7.3 **Entertainment, Travel, and University Advancement Activities:** The Board will authorize and provide for reasonable expenses incurred by the President for University-related entertainment and travel, including travel for the President's spouse or partner where attendance of same is in the best interests of the University.

- a. **Memberships:** To further enable the President to carry out required duties, the Board shall provide the cost of annual dues and membership fees in mutually agreed to private clubs that will facilitate the performance of President's duties and advance the interests of the University.
- b. **Compliance with Applicable Laws:** The expenses described in this Section travel shall conform to the laws of the State of Florida, University regulations and policies.

7.4 **(Applicable) Relocation Expenses:** If applicable (i.e., the President must relocate), President shall receive a relocation stipend in the amount of \$ \_\_\_\_\_ payable within 45 (forty five) days of the execution of this Agreement for moving and other associated expenses incurred in relocating to Tampa, Florida. The President is responsible for payment of taxes associated with receipt of the moving expenses that are deemed to be gross income to the President.

7.5 **Housing Stipend:** The President shall receive a housing stipend in the amount of \$ \_\_\_\_\_ payable each month of the Agreement. The President is responsible for payment of taxes associated with receipt of the housing stipend deemed to be gross income to the President. The housing stipend shall not be subject to increase during the term of the Agreement.

7.6 **Expense Receipts and Documentation:** The President agrees to maintain and furnish upon request to the Board Chair or the Chair's designee an accounting of expenses provided for in this Agreement in reasonable detail within 7 (seven) business days a request for same.

*Termination of the Agreement*

**8.0 Termination of the Agreement for Cause:** Notwithstanding anything in this Agreement to the contrary, the parties agree that the Board may terminate this Agreement at any time for Cause. For purposes of this Agreement, "Cause" shall mean conduct reasonably determined by a majority of the Board of Trustees to be: (a) malfeasance or gross negligence by the President in the performance of assigned duties; or (b) actions or omissions by the President that are undertaken or omitted and are criminal or fraudulent or involve material dishonesty or moral turpitude; or (c) the indictment of the President in a court of law for any felony, or any other crime involving misuse or misappropriation of University resources; or (d) misconduct connected with work; or (e) a material breach of this Agreement that damages the University. In the event this Agreement is terminated for Cause, President's employment as President shall cease immediately, and President shall not be entitled to any further employment. In addition, President shall not be entitled to any further compensation or benefits under this Agreement, except as provided by law (i.e., COBRA), as set forth in the University's benefit plans with respect to vested rights and rights after termination of employment.

**8.1 Termination of the Agreement Without Cause:** Notwithstanding anything herein to the contrary, the parties agree that the Board may terminate this Agreement without cause at any time upon the lesser of: (a) 90 days; or (b) the number of days remaining in the then current term of the President's employment prior written notice ("Notice Period") to the President. The President shall be entitled to Professional Development Leave in the event of a termination without

cause. Termination of this Agreement by virtue of the President's permanent disability or death shall not be construed as termination without cause. During the Notice Period the Board shall have the discretion to determine whether the President shall continue to serve as President or to appoint an interim president.

- a. **Termination Without Cause with Continuing Service:** If the Board terminates this Agreement without cause pursuant and the President continues to serve as President during the Notice Period, then the Agreement will continue to govern the rights and obligations of the Parties during the Notice Period. The President shall remain entitled to compensation and benefits that survive the termination of this Agreement.
- b. **Termination Without Cause and No Continuing Service:** If the Board terminates this Agreement without cause pursuant and the President does not continue to serve as President during the Notice Period, then the President shall be relieved of all Presidential duties and responsibilities. The President shall continue to receive compensation and benefits as provided in the Agreement during the Notice Period as well as those that survive the termination of this Agreement, except for the Automobile Stipend and any memberships paid for by the University, which shall cease upon the Board's notice of termination without cause.
- c. **No Loss of Opportunity:** In no event shall the Board be liable for the loss of any business opportunities or any other benefits or income from any sources that may result from the Board's termination of this Agreement without cause.

**d. Effect of Alternate Employment During the Notice Period:** If the President accepts full-time employment with an employer other than the University during the Notice Period, the Board's financial obligations under this Agreement other than those that survive the termination of this Agreement.

**8.2 Termination of the Agreement due to the President's Death:** In the event of the President's death during the term of this Agreement, the Agreement shall terminate effective on the date of death. The President's estate shall be entitled to receive all benefits entitled under the University's various insurance plans, as applicable, Deferred Compensation as provided in the Plan Document; and for 60 (sixty) days from the date of death the President's estate shall exclusively receive Base Salary, Base Benefits provided to eligible beneficiaries, and the Housing Stipend. At its sole discretion, the Board may elect to pay any amounts under this paragraph as a lump sum payment.

**8.3 Termination of the Agreement due to President's Permanent Disability:** If President becomes permanently disabled during the term of this Agreement, the Agreement shall terminate on the date of the determination of permanent disability and President shall receive all benefits to which President is entitled pursuant to the University's disability insurance plans, as applicable. President's Base Salary, Base Benefits and Housing Stipend shall continue until such time as the long term disability insurance policy begins according to the applicable policy. For purposes of this Agreement, "Permanent Disability" shall mean the inability of the President to perform the essential functions of the job, including but not limited to the duties

contained in Section 1.1, for a period of six (6) months in any one (1) year (12 month) period, with or without "reasonable accommodations" as such term is defined in 42 U.S.C. §12111 (9) as amended and interpreted by courts of competent jurisdiction.

- 8.4 Succession Planning:** Within 120 (one hundred and twenty) days of the execution of this Agreement, the President shall prepare a succession plan for Board approval for continuity of operations and organizational stability in the event of the President's permanent or unexpected absence, disability, incapacity, or death.
- 8.5 Resignation by the President:** The President may terminate this Agreement by giving the Board the lesser of: (a) ninety (90) days' notice; or (b) notice equal to the number of days remaining under the term of this Agreement. Such notice shall be in writing and delivered as provided in this Agreement. By mutual written agreement, President and the Board may modify the length of the notice given if it is deemed in the best interests of the University.
- 8.6 Effect of Resignation:** The President's employment as President shall cease on the effective date of the resignation. Any underlying faculty appointment, if applicable, is unaffected by the President's resignation unless explicitly included by the President in the President's resignation. All Presidential salary and benefits contained in this Agreement shall also cease on the resignation date except those accrued and vested prior to the resignation date. However, President shall be entitled to Professional Development Leave provided that the President was awarded Performance Based Compensation by both the Board and Board Chair

under Section 6.1 for all contract years immediately preceding the Professional Development Leave.

***Conflict Resolution***

**9.0 Dispute Resolution:** The Board and President agree that if any dispute arises concerning this Agreement that they will first attempt in good faith to resolve the dispute to their mutual satisfaction. If they are unable to do so, the parties agree that any controversy or claim that either party may have against the other arising out of or relating to the construction, application, or enforcement of this Agreement, as well as any controversy or claim based upon the alleged breach of any legal right relating to or arising from the President's employment and/or termination of employment shall be submitted to non-binding mediation. Within fifteen (15) days after delivery of a written notice of request for mediation from one party to the other, the dispute shall be submitted to a single mediator chosen by the parties in Tampa, Florida. The costs and fees associated with mediation shall be borne by the University. The parties agree to pay their own attorney's fees and costs. Subject to the requirements of law, the University and President will use their best efforts to keep any disputes and any efforts to resolve disputes confidential, informing only their respective legal counsel and other persons who have a good faith need to know basis to receive the disclosed information and will use their best efforts to ensure that such persons do not further disclose any such information. The Board and President agree the mediator may not be a University faculty member or have any material, ongoing relationship with the University.

**9.1 Arbitration:** If mediation is unsuccessful, any controversy between the Board and President involving the construction, application or enforcement of this Agreement, as well as any controversy or claim based upon the alleged breach of any legal right relating to or arising from President's employment and/or termination of President's employment shall, on the written request of either party served on the other, be submitted to binding arbitration before a single arbitrator from JAMS Panel of Neutrals. JAMS shall provide a list of three arbitrators who are qualified to hear the dispute as determined by the JAMS National Arbitration Committee. Within ten (10) days of receipt thereof, each party shall strike one name from the list, The President shall strike first and notify the Board of such choice and the Board shall strike last. Notwithstanding the foregoing the parties may mutually agree upon a qualified arbitrator or upon a mutually agreed upon neutral to select the arbitrator for them. President and the Board stipulate and agree that any arbitration will be held in Tampa, Florida, pursuant to the *Comprehensive Arbitration Rules and Procedures* (or any comparable rules then in existence) (the "Rules"). Pursuant to the Rules, discovery may include depositions, interrogatories, and document production. In any controversy between the Board and President involving the construction, application or enforcement of this Agreement, the arbitrator must base his/her decision upon this Agreement, and he/she shall not have power to modify, add to or ignore the terms of the Agreement. The written decision of the arbitrator shall be final and binding upon both Parties and may be entered in any court having jurisdiction thereof. Arbitrator compensation and administrative fees shall be borne

equally by the parties. The Parties agree to pay their own attorney's fees and costs.

The Parties may mutually agree to extend any deadlines specified in this Section.

- 9.2 Effect of ADR on Other Processes:** The pendency of any matter arising under this Agreement shall not operate to impede, preclude, or delay the Board from taking the action complained of or otherwise exercising its rights under this Agreement.

***Notice Provisions***

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

**If to the University:**

Chair, USF Board of Trustees  
4202 East Fowler Avenue, CGS 401  
Tampa, Florida 33620

**With a copy to:**

General Counsel  
Office of the General Counsel  
4202 E. Fowler Avenue, CGC 301  
Tampa, Florida 33620

**If to the President:**

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Office of the President  
4202 East Fowler Avenue, CGS 401  
Tampa, Florida 33620

**With a copy to President's Personal Representative:**

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*General Terms and Conditions*

- 11.0 Entire Agreement; Modification:** This Agreement constitutes the entire understanding of the parties and supersedes all prior or contemporaneous representations or agreements as of the Effective Date, whether written or oral, between the parties. There are no other promises, understandings, obligations, inducements, undertakings, or considerations between the parties or owed by either party to the other that are not set forth in this Agreement or explicitly referenced herein. This Agreement cannot be amended, modified, or changed other than by express written agreement by the parties hereto.
- 12.0 Severability:** The terms of this Agreement are severable, meaning that if any term or provision is declared by a court of competent jurisdiction to be illegal, void, or unenforceable, the remainder of the provisions shall continue to be valid and enforceable to the extent possible.
- 13.0 Governing Law and Venue:** This Agreement shall be interpreted and construed in accordance with the laws of the State of Florida. Venue for any action arising under this Agreement, including but not limited to an action seeking enforcement of an order pursuant to Section 9 of this Agreement, shall be in Hillsborough County, Florida.
- 14.0 Understanding of the Agreement:** Both the President and the Board represent that they have thoroughly read this Agreement, that they have had full opportunity to consult with legal counsel of their choice and that they understand it to be a binding contract, that they understand each provision, term, and condition of this

Agreement as well as its legal effect, and that they have signed the Agreement voluntarily and of their own free will with the intention to comply with its terms.

- 15.0 Public Disclosure of the Agreement:** Both parties agree and acknowledge that this Agreement may be subject to the Florida public records law, Chapter 119, or other provisions, and may, therefore, be subject to disclosure by and in the manner provided for by law.
- 16.0 Waiver:** No delay or failure to enforce any provision of this Agreement shall constitute a waiver or limitation of rights enforceable under this Agreement.
- 17.0 Assignability:** This Agreement is not assignable, but shall be binding upon the heirs, administrators, personal representatives, successors, and assigns of both parties.
- 18.0 Counterparts and E-Signatures:** This Agreement may be executed in one or more counterparts, each of which shall be deemed an original but all of which shall constitute one and the same instrument. This agreement may digitally executed.
- 19.0 Insurance and Indemnification:** The President shall be indemnified by the University on the same terms and conditions enjoyed by the Board and University employees operating within the course and scope of their employment. Said coverage shall survive termination of this Agreement as to matters relating to actions while serving as President.
- 20.0 No Trust Fund:** Nothing contained in this Agreement and no action taken pursuant to the provisions of this Agreement shall create or be construed to create a trust of any kind. To the extent that the President acquires a right to receive payments from

the University hereunder, such rights shall be no greater than the right of any unsecured, general creditor of the University.

**21.0 Statement of NCAA Compliance:** The National Collegiate Athletic Association (“NCAA”) Bylaws require that certain language be included in the employment agreements of specified employees of Division I member institutions, including presidents. Accordingly, without limitation of the other obligations in the Agreement and University regulations, policies and procedures, the President (a) agrees to cooperate fully (within the meaning of NCAA Bylaws) in the NCAA infractions process, including the investigation and adjudication of potential infractions of any NCAA requirement, and (b) acknowledges that any individual found to be in violation of any NCAA requirement may be subject to disciplinary or corrective action, including possible suspension without pay or termination of employment.

**22.0 General Cooperation Covenant:** Without limitation of the obligations specified in the Agreement and/or this Amendment and applicable University regulations, policies and procedures, The President agrees to cooperate fully in any review or investigation involving University matters in which the President may possess pertinent information. This obligation shall survive the expiration or earlier termination of this Agreement.

**23.0 Miscellaneous:** The headings in this Agreement are for convenience only and shall not be used in construing or interpreting this Agreement. The terms "Board," "Board of Trustees" and "University" as used herein, where applicable or

appropriate, shall be deemed to include or refer to any duly authorized board, committee, officer, or employee of said entity. Whenever the context requires, the masculine shall include the feminine and neuter, the singular shall include the plural, and conversely. The Term "Section" as used in this Agreement refers to the entire like numbered series of paragraphs. For example Section 8 refers to paragraphs 8.0 through 8.6.

**IN WITNESS WHEREOF**, the President and the authorized representative of the University of South Florida Board of Trustees have executed this Agreement on this \_\_\_\_ day of \_\_\_\_\_, 2022.

**UNIVERSITY OF SOUTH FLORIDA**

By: \_\_\_\_\_  
\_\_\_\_\_  
**USF President & CEO**

By: \_\_\_\_\_  
**Will Weatherford**  
**Chair, USF Board of Trustees**

**Agenda Item: FL 103**

**USF Board of Trustees**

March 22, 2022

**Issue:** Executive Compensation Study for University of South Florida  
Presidential Contract

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**Proposed action:** Review the executive compensation study and set (1) categories of compensation; and (2) the ranges of compensation per category to be used in negotiating the presidential contract.

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**Background information:**

Florida Board of Governors Regulation 1.002, *Presidential Search and Selection*, provides that the Board of Trustees will review an executive compensation analysis that encompasses multiple components, such as base salary, benefits, bonuses, and all other forms of remuneration, and that takes into consideration compensation paid to the current president, presidents of peer institutions, as well as other relevant factors, such as market trends, the available qualified pool, and relevant competition for candidates). The compensation study will be used by the Board, or its designee, in negotiating the employment contract of the successful candidate for president.

Consistent with BOG regulations, the Board's past practice has been to delegate to the Board Chair the authority to finalize the compensation package in the approved categories and within the approved ranges.

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