

## **CURRICULUM VITAE**

### **Pritish Mukherjee**

*Vice Provost for Strategy, Institutional Excellence, and Faculty Success*

*University of South Florida*

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## **EDUCATION**

<u>Institution</u>	<u>Field of Study</u>	<u>Degree</u>	<u>Date</u>
State Univ. of New York at Buffalo ( <i>Dissertation: A Picosecond Laser Study of the Vibrational Quasicontinuum of Polyatomic Molecules</i> )	Electrical Engineering	Ph. D.	1987
State Univ. of New York at Buffalo ( <i>Thesis: A Study of Calcium-induced Aggregation of Phospholipid Vesicles by Dynamic Laser Light Scattering</i> )	Physics (Bio-physics)	M. A.	1984
University of Delhi, India ( <i>Specializations: Field Theory &amp; Quantum Electrodynamics; General Relativity &amp; Cosmology</i> )	(Theoretical) Physics	M. Sc.	1978
University of Delhi, India	Physics	B.Sc.(Hons.)	1976

## **ADMINISTRATIVE APPOINTMENTS**

July 2023 – present	Vice Provost for Strategy, Institutional Excellence, and Faculty Success, University of South Florida, Tampa
July 2022 – June 2023	Vice Provost for Strategy and Institutional Excellence, University of South Florida, Tampa
July 2017 – June 2022	Vice Provost and Associate Vice President for Strategic Talent Recruitment, University Reputation and Impact, University of South Florida, Tampa
Oct. 2016 – June 2017	Senior Advisor to the Provost on Higher Education Policy, Data Analytics and Strategic Improvement, University of South Florida, Tampa
Aug. 2003 – Aug. 2015	Chair, Department of Physics, University of South Florida, Tampa
Aug. 1997 – July 2002	Director of Graduate Studies, Department of Physics, University of South Florida, Tampa

## **ACADEMIC AND POSTDOCTORAL APPOINTMENTS**

Aug. 2001 – Present	Professor of Physics, University of South Florida
Aug. 1994 - July 2001	Associate Professor of Physics, University of South Florida
Aug. 1988 - July 1994	Assistant Professor of Physics, University of South Florida
Mar. 1987 - Aug. 1988	Postdoctoral Research Fellow, Los Alamos National Laboratory
Dec.1986 - Mar. 1987	Postdoctoral Research Assistant, State University of New York at Buffalo

## **FELLOWSHIPS, HONORS AND AWARDS**

Inducted to National Academy of Inventors, 2011  
Inducted to USF Academy of Inventors, 2009  
USF President's Award for Faculty Excellence, 2003  
Florida State University System Undergraduate Teaching Incentive Award, 1997  
Florida State University System Undergraduate Teaching Incentive Award, 1994  
Outstanding Undergraduate Teaching Award, University of South Florida, 1993  
Research Initiation Award, National Science Foundation, 1992  
Research and Creative Scholarship Award, Research Council, USF, 1991  
National R&D 100 Award, 1990  
Research and Creative Scholarship Award, Research Council, USF, 1988  
Postdoctoral Fellow at Los Alamos National Laboratory, 1987-88

## **CURRENT AND PAST PROFESSIONAL MEMBERSHIPS**

Member, American Physical Society (APS)  
Member, Optical Society of America (OSA)  
Member, American Association for the Advancement of Science (AAAS)  
Member, Institute of Electrical and Electronics Engineers (IEEE)  
Member, Planetary Society of America

## **SUMMARY OF PUBLICATIONS**

Authored / co-authored 279 papers published in refereed scientific journals, or presented at refereed or invited scientific conferences in the areas of materials physics, applied laser physics, chemical physics, nonlinear semiconductor physics and biophysics, including 117 peer-reviewed articles. 3 U.S. patents issued and 1 pending.

## **GRANTS AWARDED**

A total of \$6,169,105 of external funds have been received as PI or co-PI, of which \$5,514,568 is peer-reviewed Federal grant support. A listing of the grants received follows:

- P. Mukherjee, G. S. Nolas, H. Srikanth and S. Witanachchi, Continuation to "Design, Fabrication, Characterization and Modeling of Integrated Functional Materials", Department of Defense, Grant # W81XWH, \$700,000, 9/31/10 – 9/30/15.
- P. Mukherjee and S. Phillpot, "Florida Cluster for Advanced Smart Sensing Technologies (FCASST) – a USF/UF Collaborative Research Cluster", Florida State University System Board of Governors' New Florida 2010 Award, \$500,000, 2010-2012.
- P. Mukherjee, G. S. Nolas, H. Srikanth and S. Witanachchi, "Design, Fabrication, Characterization and Modeling of Integrated Functional Materials", Department of Defense, Grant # W81XWH-07-1-0708, \$2,531,000, 9/31/07 – 9/30/12.

- G.S. Nolas, P. Mukherjee and S. Witanachchi, DOE, “A Fundamental Study of Bulk and Thin Film Type II Clathrate Materials”, United States Department of Energy, \$495,457, 8/15/04 to 8/31/08.
- P. Mukherjee and S. Witanachchi, "Pulsed thermal excitation of self-assembled nanotemplates for manufacturing dimensionally controlled nanostructured films", National Science Foundation, \$378,392, 9/1/02 to 8/31/05.
- S. Witanachchi and P. Mukherjee, " A Fundamental Study of Laser-Triggered Multiple Hollow-Cathode Transient Plasmas for a Multi-Component Film Manufacturing Process", National Science Foundation, \$347,430, 9/1/00 to 8/31/03.
- P. Mukherjee and S. Witanachchi, "In-situ Fabrication of Diamond Structures for Microelectromechanical Systems (MEMS) using a Novel Pulsed Laser Process", National Science Foundation, \$335,013, 9/1/99 to 8/31/02.
- P. Mukherjee and S. Witanachchi, "Pulsed Laser Ablation for Manufacturing: A Novel Dual-Laser Film Growth Process", National Science Foundation, \$258,735, 12/1/96 to 11/30/99.
- S. Witanachchi and P. Mukherjee, "Experimental and Theoretical Investigation of Dual-Laser Ablation for Stoichiometric Large-Area Multicomponent  $\text{CuIn}_{1-x}\text{Ga}_x\text{Se}_2$  Film Growth", United States Department of Energy, \$368,541, 8/15/96 to 8/14/99.
- “Fundamentals of Natural Science for Non-Science Students”, National Science Foundation, \$100,000, 2/20/95 to 4/30/98. (co-PI with Profs. Henry Mushinsky, Biology; H. Len Vacher, Geology; Jay Worrell, Chemistry)
- P. Mukherjee, “Plasma-Assisted Pulsed Laser Deposition of High Temperature Superconducting Thin Films: Novel Optical Plume Diagnostics”, National Science Foundation, Research Initiation Award, \$100,000, 9/1/92 to 8/31/95.
- P. Mukherjee, “Investigation of a Saturation-Free, Linearly Variable Gas Attenuator at 10.6  $\mu\text{m}$ ”, Hughes Aircraft Company, Electro-Optical and Data Systems Group, \$54,537, 3/5/91 to 3/4/92.
- P. Mukherjee, “Laser Ablation of Tissue Using Picosecond Laser Pulses”, Research and Creative Scholarship Award, Research Council and Division of Sponsored Research, USF, \$6,500, 1/1/91 to 6/30/92.
- P. Mukherjee, “Ultrafast Nonlinear Carrier Generation in Semiconductors Using Picosecond Laser Pulses”, Research and Creative Scholarship Award, Research Council and Division of Sponsored Research, USF, \$3,825, 12/1/88 to 12/31/89.

## UNIVERSITY AND DEPARTMENT LEADERSHIP POSITIONS

### *Vice Provost for Strategy, Institutional Excellence, and Faculty Success (July 2022-present)*

I was appointed to this position as Vice Provost for Strategy and Institutional Excellence by Interim Provost Eric Eisenberg in July 2022. With the appointment of our current Provost Prasant Mohapatra, Faculty Success was specifically incorporated into my position in July 2023. In this position reporting to the Provost, I work across administrative areas to provide leadership for strategic initiatives and collaborative interactions that encompass multiple aspects of functioning of the Provost's Office. The goals for this position are all directly aligned with the strategic goals of the university in terms of faculty and student success, research and innovation, and fostering partnerships.

I have the opportunity to work with all members of the Provost's Leadership Team and a large fraction of the staff in the Provost's Office on a variety of initiatives. Through my work on faculty success, university and department rankings, as well as other college-centered initiatives, I have developed productive working relationships with college deans in Academic Affairs and academic units in USF Health. Previous work on co-chairing the development of the USF Strategic Plan for 2022-2027 and the USF Consolidation Implementation Committee, including associated town hall meetings, as well as co-chairing the USF Faculty Success Strategic Initiative Workgroup, and chairing of the USF Digital Communities Initiative and the USF Research Task Force to Understand and Address Blackness and Anti-Black Racism has provided a great opportunity to work directly with faculty members across all three campuses on issues of their concern.

Specific responsibilities of the position include:

- Strategically guiding a holistic faculty success approach across all campuses of USF incorporating faculty success in teaching and learning, research and innovation, and faculty development. Specific responsibilities include faculty recruitment, tenure and promotion, post-tenure review, honors and awards, and all aspects of faculty development. Provide oversight of the Center for Innovative Teaching and Learning (CITL). Work collaboratively with the Vice Provost for Faculty Administration on all aspects of the faculty experience at USF, and with the Vice President for Student Success in aligning student and faculty success efforts.
- Conducting analyses and developing techniques and tactics to enhance USF's national and global reputation and rankings, consistent with our values and strategic vision. Report directly to the Provost with regard to data-informed institutional strategies for improving university rankings (aspirationally to Top-25 among public universities in USNWR rankings). Provide leadership (in advising Vice Presidents, Deans and Department Chairs / Directors) with regard to designing and executing institutional change for gains in institutional performance and rankings. Monitor the effect of changing institutional behavior on USF's national and international rankings.

- Providing strategic and data-informed guidance on institutional initiatives directed at USF's initial path to AAU membership and since membership in 2023, focusing on maintaining and strengthening our position among AAU peer institutions.
- Co-chairing the development and implementation of USF's 2022-2027 Strategic Plan "In Pursuit of Excellence" in partnership with the Vice Provost for Planning, Performance, and Accountability.
- Serving as the Provost's primary liaison with the USF Office of Research and Innovation.

***Vice Provost and Associate Vice President, Strategic Talent Recruitment, University Reputation and Impact, University of South Florida, Tampa (July 2017- June 2022)***

Following my service as Senior Advisor to Provost Ralph Wilcox, I was appointed to this new position reporting to the Provost.

Specific responsibilities of the position included:

- Conducting analyses and developing techniques and tactics to enhance USF's national and global reputation and rankings, consistent with our values and strategic vision. The specific focus was on advancement to membership in AAU and to Top-50 among public universities in the US News and World Report rankings. Report directly to the Provost with regard to data-informed institutional strategies for improving university rankings.  
*(The Top-50 goal was achieved in 2019 and USF was invited to join as an AAU member in 2023).*
- Supporting USF Tampa's integrated strategic planning initiatives in partnership with the Vice Provost for Planning, Performance, and Accountability,
- Providing strategic oversight for academic talent recruitment (including students and faculty) at USF Tampa, and
- Serving as the Provost's primary liaison with the USF Office of Research and Innovation.

***Senior Advisor to the Provost on Higher Education Policy, Data Analytics and Strategic Improvement, University of South Florida, Tampa (October 2016 – June 2017)***

The responsibilities of this position included:

- Developing data-informed institutional strategies for improving university rankings.
- Providing leadership (in advising Vice Presidents, Deans and Department Chairs / Directors) with regard to designing and executing change for gains in institutional

performance and rankings.

- Collaborating closely with the Office of Decision Support to develop a better understanding of USF's current position in select national/international rankings.
- Identifying the time cycle and sources for submission and/or extraction of data used in selected institutional rankings, and identifying values-based strategies for improving USF's reporting and rankings.
- Identifying low-cost and high-impact strategies for improved reporting and performance accountability, considering the cost benefit and unintended consequences of these and other actions.
- Monitoring the effect of changing institutional behavior on USF's national and international rankings.

## **Accomplishments and Activities:**

The following are some examples of activities that I have led or collaborated in during the course of my service in the Provost's Office:

- ***Input on USF Strategic Planning***

The USF Strategic Planning Advisory Task Force, comprised primarily of faculty members, was constituted in December 2020 to develop formal vision and strategy statements, articulate a list of the university core commitments, and assess USF's existing strengths and current gaps relative to our aspirations. This Task Force after stakeholder consultations developed USF's vision, the areas of strategic focus, and university core commitments.

Prior to the work of the Task Force, I provided input to then President Currall in 2020 on the development of a mission, goals and peers for USF in preparation for the Strategic Planning process. In 2021, I presented information briefings to the Strategic Renewal Task Force on the Faculty Success Initiative and the development of Centers of Excellence on the St. Petersburg campus. At the request of President Currall, I also provided narratives to his Chief of Staff, Mr. Brian Ten Eyck on the history of strategic planning at USF and on faculty excellence for inclusion in the Strategic Planning document which was approved by the USF Board of Trustees.

- ***Co-Chair, USF 2022-2027 Strategic Planning Steering Committee; Strategic Plan Implementation Advisory Committee; Planning Officers Committee***

***Strategic Plan development:***

Further work to operationalize the goals, incorporate objectives and measurable outcomes, with reference to the core commitments, was conducted by a Strategic Planning Steering Committee appointed by President Law on September 7, 2021. I co-chaired this Committee along with Vice Provost Terry Chisolm.

Upon completing the first draft of objectives and measurable outcomes, the Strategic Plan Steering Committee engaged with stakeholder groups including the Faculty Senate, Staff Senate, Administrative Advisory Council, Undergraduate Student Government, Graduate and Professional Student Government, Deans, Department Chairs, and Alumni. The Strategic Plan Steering Committee also held meetings with the USF Foundation Board, USF Greek Alumni, the University Board of Trustees, and a USF-wide Town Hall assembly to provide a public forum for meaningful discussion and feedback. Beyond meeting with internal stakeholders, the Steering Committee also sought input from members of the broader Tampa Bay community to gather public feedback.

As part of the outreach process, the Strategic Plan Steering Committee constructed a survey soliciting feedback and input on the relative importance of the objectives identified for each goal. The results of the survey indicated broad-based and enthusiastic support of the identified objectives. In addition, the feedback provided across these forums facilitated a dynamic process ensuring the objectives and measures of success represent the university's strategic aims and aspirations, and the needs of our communities.

I presented the resultant USF 2022-2027 Strategic Plan titled *In Pursuit of Excellence* along with co-Chair Terry Chisolm to the Board of Trustees on December 7, 2021. The BOT unanimously approved the Plan, which was subsequently ratified by the Board of Governors upon presentation by President Law on January 26, 2022.

***Development of an Implementation Plan for the 2022-2027 Strategic Plan:***

Immediately following the BOG approval of our Strategic Plan, President Rhea Law appointed Terry Chisolm and me to co-chair the Strategic Plan Implementation Advisory Committee. This Committee was charged on February 3, 2022 to develop a plan to implement our Strategic Plan. The task was to develop a set of Strategies and Tactics aligned with the measures of success identified in the Strategic Plan. Another task was to reduce the complexity and provide a focused approach to implementation by distilling the 131 metrics in the Strategic Plan to a more focused subset. We identified 34 high-level distilled metrics that will be tracked as primary indicators with the rest being monitored as supporting metrics.

***Chair, Planning Officers Committee:***

A 35-member Planning Officers Committee was constituted on February 25, 2022 to develop an operational implementation plan built on unit-level strategies and tactics. The Planning Officers represented each of our administrative and academic units across all campuses of USF including USF Health, based on recommendations from respective unit supervisors. I chaired the Planning Officers Committee and worked with them to obtain an inventory of unit-level strategies and tactics. By May 13, 2022 we received over 250 pages of input from all Planning Officers. These cumulative unit-level strategies were condensed to a set of overall institutional strategies related to the distilled set of 34 associated metrics, in a total of 5 pages that are organized by 13 identified themes for all 5 goals of the Strategic Plan. A report detailing the work and documenting the condensed plan as well as all the unit-level strategies constituting our Strategic Plan Implementation "playbook" was submitted to President Law on June 15, 2022. This allowed the implementation of our 2022-2027 Strategic Plan "In Pursuit of Excellence" to commence on schedule on July



1, 2022. Work with the Planning Officers Committee is ongoing for continuous refinement of the Implementation Plan and alignment with our institutional financial plan.

- ***Coordinator of USF Centers of Excellence on the USF Branch Campuses***  
Provost Wilcox assigned to me the task of coordinating the USF Centers of Excellence on the USF branch campuses contemplated upon consolidation of One USF. I worked with Dean Tom Frazer, Regional Chancellor Martin Tadlock and Vice Chancellor Catherine Cardwell as well as deans of many colleges across USF in developing the conceptual plan for a Center of Excellence in Environmental and Oceanographic Sciences centered on an expanded College of Marine Science on the SP campus.

Since 2021, a comprehensive plan for the Center of Excellence incorporating the various academic clusters has been developed in collaboration with deans of the colleges of The Arts, Arts & Sciences, Engineering, Business, and Education. In order to provide a strong central hub for the Center of Excellence, I am working with relevant stakeholders to develop an expanded new College. A detailed proposal is currently in development for review by the Provost prior to formal consideration by the Faculty Senate and institutional approval in Fall 2024. I also worked with Interim Dean of the College of Education Dr. Judith Ponticell in 2021 to initiate the planning of a second Center of Excellence on STEM Education contemplated for the USF SP campus. Work on the implementation of the two Centers of Excellence and the new College is currently ongoing.

- ***Member, Search Committee, Interim Vice President for Research & Innovation***  
I was appointed to serve on this Search Committee to select an Interim Vice President for Research & Innovation by President Law. This was an internal search. We interviewed four finalists and provided our input to President Law on April 21, 2022. The search concluded successfully with the appointment of Prof. Sylvia Thomas to fill this position.
- ***Collaboration on New Faculty Orientation***  
I collaborated with Senior Vice Provost Dwayne Smith and Dr. Timothy Henkel, Director of our Center for Innovation in Teaching and Learning (CITL), in redesigning the 2021 New Faculty Orientation to be structured in alignment with the areas of focus of our Faculty Success Initiative. This resulted in focused sessions on teaching and learning, and on research & partnerships. Since Dr. Dwayne Smith's retirement from administration, Vice Provost Steven Tauber has joined the team and we have continued to adjust the New Faculty Orientation process to ensure more effective on-boarding and are contemplating extending the orientation process to a more extended interaction spread throughout the first year of the new faculty experience at USF as an extension of our Faculty Success efforts.

- ***Chair, Meeting of Academic Leadership with College of Education Dean Search Finalists***  
 I chaired the four virtual interview sessions for the meeting of USF Academic Leadership with the finalists for our ongoing search for the Dean of the College of Education. Specifically, this included meetings with Dr. Anthony Rolle (April 26, 2021), Dr. Jason Irizzary, University of Connecticut (May 3, 2021), Dr. Obasi Ezemenari, University of Houston, (May 4, 2021), and Dr. Michelle Knight-Manuel, Teacher's College, Columbia University (May 5, 2021).
- ***Development and Implementation of USF's Post-tenure Review Guidelines***  
 The 2022 Florida Legislature amended Florida Statutes Section 1001.706 authorizing the Board of Governors (BOG) to adopt a post-tenure review regulation. The BOG, in turn, adopted Regulation 10.003 requiring Florida State University System (SUS) institutions with tenured faculty to adopt a post-tenure review (PTR) process by October 16, 2023. I was charged by the Provost with the task of developing USF's Post-Tenure Review Regulation. Dean Magali Michael and I co-chaired a Task Force to accomplish this task. USF has developed a Post-Tenure Review Regulation 3.016 that was approved by the Board of Trustees on August 22<sup>nd</sup>, 2023. Since then, I have worked with Vice Provost Steven Tauber, the Office of Decision Support, Information Technology, Human Resources, and faculty, chairs and deans across all campuses of USF to guide the implementation of this first cycle of PTR at USF. We anticipate this to be an annually recurring process.
- ***co-Chair, Task Force to develop a new College of Artificial Intelligence, Cybersecurity and Computing***  
 The Provost appointed Prof. Sudeep Sarkar and me to co-chair a 13-member faculty Task Force with representation from diverse colleges including Engineering, Education, Business, Behavioral & Community Sciences, Arts & Sciences, and USF Health, to develop a strategic plan including the academic and research framework to initiate a new College of Artificial Intelligence, Cybersecurity and Computing at USF. It will be the first such college in the State of Florida and among the first few in the nation with a planned launch in Fall 2025.
- ***Chair, Task Force to develop a College of Oceans, Earth System Sciences, and Sustainability***  
 The Provost appointed me to chair a 13-member faculty Task Force with representation from diverse colleges including Marine Science, Arts & Sciences, and the Patel College of Global Sustainability, to develop a plan including the academic and research framework to initiate a College of Oceans, Earth System Sciences, and Sustainability.

- ***co-Chair, Faculty Success Strategic Initiative Workgroup, and Executive Coordinator, USF Faculty Success Initiative***

Faculty and staff excellence is central to fulfilling the mission and goals of USF, advancing Preeminence and Performance-Based Funding criteria of the SUS Board of Governors, furthering USF's aspirational goal of AAU eligibility, promoting the lifelong success of our students, and continuing USF's unparalleled national trajectory in rankings. Therefore, faculty success is a foundational institutional goal.

Provost Wilcox charged a Faculty Success Initiative Workgroup in May 2019 to develop recommendations directed at enhancing faculty success at USF. I co-chaired this 33-member Workgroup with Senior Vice Provost Dwayne Smith. Five subcommittees worked on Faculty Recruitment, Equity and Diversity; Faculty Research, Scholarship, Innovation, and Instructional Impact; Faculty Assignment, Assessment and Compensation; Faculty Professional Development; and Academic Structures and Leadership. A Final Report including detailed recommendations was submitted to Provost Wilcox on December 15, 2019 and is available at <https://www.usf.edu/provost/initiatives-special-projects/faculty-success.aspx>.

The principal unanimous recommendations of the Workgroup were to establish an Office of Faculty Success as a central point of contact for one USF geographically distributed, and for USF to join other nationally preeminent universities in membership of the National Center for Faculty Development and Diversity (NCFDD) to elevate faculty mentoring. The latter recommendation was effectively implemented by instituting and promoting USF's institutional membership in NCFDD with a current affiliated membership of over 800 USF faculty, postdocs and graduate students. Also, 14 initial recommendations addressing a wide range of objectives whose implementation can be facilitated through the proposed Office of Faculty Success were subdivided into four major categories including: Structure & Culture, Recruitment & Retention, Classification & Assessment, and Infrastructure, Partnerships & Support.

Further development was temporarily suspended following the onset of the COVID-19 pandemic. The FILED initiative was implemented to enhance faculty success in teaching and learning as detailed in the previous bulleted item. As Executive Coordinator, I worked since August 2020 on consolidating this effort with the previous Workgroup's recommendations in developing a comprehensive Faculty Success Initiative across all campuses of USF. This strategic holistic framework for Faculty Success is focused on four main areas: Teaching & Learning; Research, Partnerships & Communication; Access & Empowerment; and Finances, Infrastructure & Analysis. An implementation plan comprised of Implementation Teams working in close collaboration with Faculty Advisory Panels in each of the focus areas was operationally activated. The Faculty Success Initiative Teams and Panels included 96 members from all USF campuses, including 74 faculty members.

Goals and initiatives were formulated for each area with timelines for implementation in the “Now” (in CY 2021), “Near” (CY 2022 & 2023), and “Far” (beyond CY 2023). Specifically, a Faculty Success website was launched as a one-stop information resource for faculty, and a wide range of specific action steps to promote Faculty Success were implemented. *Faculty Focus*, an electronic publication to communicate these action steps and provide information on resources available to the Faculty was developed and launched in Spring 2022. The intent is to have five publications annually, two each in the Fall and Spring semesters and one in Summer. These efforts have been reorganized since 2023 into the current Faculty Success activities that I lead in the Office of the Provost.

- ***Chair, College of Marine Science Dean Search Advisory Committee***  
Appointed by Provost Ralph Wilcox to chair the College of Marine Science Dean Search Advisory Committee in September 2019. Following a global search, three finalists were selected for on-campus interviews. The first finalist interviewed in-person, but the search was disrupted by USF’s shift to remote operation due to the COVID-19 pandemic. We resumed the search and completed finalist interviews, including town halls, virtually. The search was successfully concluded on June 5, 2020 upon Dr. Thomas Frazer’s acceptance of our offer to join USF as the next Dean of the College of Marine Science.
- ***co-Chair, Faculty Instruction and Learning Excellence Development (FILED) Program Leadership Team***  
The COVID-19 pandemic created a challenging environment for faculty members many of whom were facing delivery of instruction through an unfamiliar flexible hybrid format combining simultaneous face-to-face and synchronous delivery to dual audiences of students in Fall 2020. Dean Moez Limayem and I co-chaired this Leadership Team to provide a coordinated effort to facilitate faculty instruction and student learning across all three campuses of USF. A longer term goal was to elevate pedagogy and learning at USF to national prominence through the development of an active faculty peer mentoring network functioning collaboratively with learning support units across OneUSF.
- ***Chair, USF Digital Communities Initiative Task Force***  
Remote operation necessitated by the COVID-19 pandemic had the negative potential to disrupt our sense of both academic and sociological community. To counter this, President Currall and Provost Wilcox convened a USF Digital Communities Initiative in April 2020 to help build a stronger sense of community and social engagement despite the physical distancing across all three campuses of One USF. I chaired this 64-member Task Force comprised of faculty, students, administrative and technical experts developing recommendations to help build strong, resilient digital communities that will continue to strengthen the academic and social bonds that we have at USF even after we get back to more “normal” face-to-face operation.

The Task Force constituted itself into five Work Groups including Enabling Technology, Building Socially-Connected Networks, Addressing Digital Equity and Inclusion, Addressing Health and Wellness, and Engagement and Data Analysis. We maintained articulation between the Work Groups through weekly Steering Committee meetings when I met with the ten chairs and co-chairs as well as the Student Government President and Vice President. The principal accomplishments of the Task Force included a series of student expectation surveys initiated in Fall 2020 that have now become an annually administered instrument. Other examples of work included: Bridging the Digital Divide – assessing the need for and supporting student access through laptops loans and “hot-spots”, planning the development of a unique access web portal for social connectivity and building social networks, and the development of effective messaging to build digital networks. Even though the COVID-19 pandemic has receded we will never return to the pre-pandemic “normal” in terms of our academic work environment. Lessons learned from this Initiative can be reevaluated and reconfigured as needed in the future.

- ***co-Chair, USF Research Task Force on Understanding Blackness and Addressing Anti-Black Racism in our Local, National and International Communities***

To further USF’s commitment to end anti-Black racism and the perpetuation of systemic racism that has resulted in inequities and violence in Black communities, the Provost’s Office and the Office of Research and Innovation jointly committed \$500,000 to fund internal research grants at USF. The grants are directed at faculty/researchers who are dedicated to analyzing inequality and systems of oppression and are exceptionally well-positioned to provide a transdisciplinary, community-based approach to this vital work.

This 41-member Research Task Force was convened in July 2020 as an institutional response to the social unrest sweeping the nation. I was selected to co-chair this university-wide initiative with Senior VP for Research Dr. Paul Sanberg. Since his departure from the position in 2021, I continued as co-chair along with Dr. Michael Bloom. The Task Force was dedicated to fostering research, and improving public and institutional engagement with Black communities focused on improving understanding and yielding meaningful and sustained solutions to systemic social, environmental, and economic issues affecting Black communities, such as discrimination, poverty, health disparities, violence, justice, policing, and racial politics.

I led the development of an RFP to solicit and award grants funded by the \$500,000 provided by the Provost’s Office and the Office of Research and Innovation to build a sustainable research and academic infrastructure at USF to combat anti-Black racism. The 23 projects awarded explore a wide range of issues in systemic inequality, economic and health disparities, Black history and contemporary challenges. Selected as a first-of-its-kind initiative designed to create deeper understanding of complex issues while forging solutions and

productive community partnerships these projects spanned eight USF colleges and all three campuses in Tampa, St. Petersburg and Sarasota-Manatee and were part of a year-long effort. The Florida High Tech Corridor Council also provided additional support for this effort. Including co-principal investigators, nearly 90 USF faculty members were involved in the research projects, some of which also included undergraduate and graduate student researchers. Details of these awards are available at <https://www.usf.edu/provost/anti-racism/>.

- ***Member, USF Legislative Budget Request Development Team***

President Currall convened this Team on July 12, 2019 to brainstorm the development of a plan for a legislative budget request for USF. I led the development of a data-based strategic approach to enhancing our institutional profile for Top-25 ranking and to further our AAU aspirations by focusing on the recruitment of faculty members across all campuses and ranks. I worked collaboratively with team members to refine the narrative details and the presentation of the LBR. Work on this effort concluded with the finalizing of a \$50M LBR titled “Advancing the University of South Florida’s Academic Excellence and the State of Florida’s Economic Prosperity” that was presented to the BOG by the President on October 3, 2019. I subsequently worked, under President Rhea Law’s leadership on multiple successful USF LBR requests to the BOG. The first was presented to the BOT on August 10, 2021 for our next LBR which was approved for legislative consideration by the BOG on September 1, 2021. This LBR was approved by the Florida Legislature for a recurring \$55M investment in USF for the 2022 budget cycle and approved by Governor DeSantis for funding in June 2022. A following LBR for the 2023 legislative budget cycle was also approved for additional recurring funding.

- ***Member of the Board, Institute for Applied Engineering 2018-2022***

Appointed to the Board of the Institute for Applied Engineering after nomination by Provost Wilcox and approval by the USF Board of Trustees. I attended my first Board meeting on October 1, 2018. The Board, in addition to approval of the budget and oversight of operations worked on the development of a strategic plan for efficient operation and growth of the Institute. Service as a Board member ended in 2022 at the conclusion of my term.

- ***Member, USF Federal Coronavirus Relief Package Task Force***

This Task Force was initiated by President Currall and Senior Vice President Paul Sanberg to provide an avenue for both rapid research response and long-term research program development to engage our faculty in addressing the COVID-19 and other future pandemics. I was nominated to represent the Provost’s Office on this Task Force which had its first meeting on April 10, 2020. The Task Force developed the Pandemic Resource Research Network (PRRN) at USF including research hubs addressing multiple facets of the pandemic cutting across disciplinary boundaries. PRRN provided rapid internal funding through three award cycles to seed faculty research. The longer-term goal was to establish a strong base for transdisciplinary, convergent research and innovation at USF.

- ***co-Chair, Consolidation Implementation Committee (CIC), 2018-2019***  
 The Florida Excellence in Higher Education Act of 2018 mandated consolidation of separate accreditations held by USF Tampa with those of its sister institutions of USF St. Petersburg and USF Sarasota-Manatee, to create a singly-SACSCOC accredited University of South Florida. I co-chaired this 86-member committee with Dr. Donna Petersen to help develop a plan for consolidation of the three USF campuses. This included detailed plans for consolidation of faculty affairs, general education and curriculum alignment, research, business & finance, external affairs and student success. Work on this concluded with the submission of the Consolidation Implementation Plan & Timeline document to the State University System Board of Governors on March 15, 2019.
- ***Member, USF Accreditation Steering Committee, 2019-2020***  
 Appointed to this 5-member committee by President Judy Genshaft to coordinate and oversee the substantive change prospectus submission for single accreditation for USF to SACSCOC by March 15, 2020 and a successful follow-up site visit during Spring 2021. The substantive change prospectus was accepted by SACSCOC in June 2020 and USF commenced operation as a singly-accredited institution with campuses in Tampa, St. Petersburg and Sarasota-Manatee effective July 1, 2020.
- ***Support of USF Consolidation***  
 In addition to work on the Steering Committee, I have worked with Vice Provost Terry Chisolm in providing support of USF's consolidation efforts. Specifically, I helped organize all-day consolidation retreats on both the Tampa and St. Petersburg campuses for academic leadership on all three campuses of USF. I also assisted our Director of Communications, Ms. Tanya Vomacka in the development of a Consolidation Handbook and a series of FAQs for consolidation. Finally, I provided support for the post-consolidation site visit in 2021.
- ***co-Chair, USF Tampa Strategic Plan, 2019-2024***  
 I co-chaired this 58-member Strategic Planning Committee with Vice Provost Terry Chisolm to develop the next five-year strategic plan for USF Tampa to succeed the current 2013-2018 plan. This plan was helpful in the development of a future strategic plan for One USF following the State mandate to consolidate our campuses in Tampa, St. Petersburg and Sarasota-Manatee.
- ***Steering Committee Member and co-Chair, Program Planning Committee for Young University Summit co-sponsored by Times Higher Education (2017-2018) and Exploring a North American Young Research Universities Network (NAYRUN)***  
 Brought the Times Higher Education (THE) Young Universities Summit to North America for the first time on June 5-7, 2018. Developed the technical program along with Vice Provost and USF System Vice President for USF World Roger

Brindley, and assumed operational responsibilities in all aspects of the summit from marketing to travel to event planning. Two significant institutional accomplishments related to the summit were the organization and chairing of a pre-summit workshop and a post-summit meeting regarding the formation of a new network of North American universities.

Subsequent to the organization of the Young University Summit, I worked on the feasibility of building a coalition of North American universities to found NAYRUN comprising USF, UAB, FIU, George Mason, UC – Riverside, York and Concordia as partner institutions. I organized our first Steering Committee meeting with representation from all seven participating universities at Concordia University, Montreal in June 2019. This was followed by a NAYRUN meeting at APLU in San Diego on November 11, 2019 to work on developing a mission and vision statement, and consider formalizing the operational aspects of the network. A Spring meeting of the network at UAB in March 2020 had to be cancelled due to COVID-19 related travel restrictions. While further development was temporarily suspended by President Currall in view of COVID-19 and pending the development of USF's Strategic Plan, I have maintained contact with Provost Anne Whitelaw of Concordia University in Montreal, Canada who are one of our most active partners. We are exploring continued progress in the future on a concerted mission focused on jointly-addressed grand challenges centered on globally recognized goals such as the UN SDGs.

- ***Member, Academic Analytics Technical and Strategic Planning Team***  
I joined this Planning Team on December 5, 2019. I worked with Terry Chisolm, Valeria Garcia and Adam Caskie in engaging Academic Analytics to maximize use of their research tools for assessing and catalyzing faculty partnerships and productivity. We have had over 35 meetings, both virtual and in-person, with technical experts from Academic Analytics and worked on finalizing a user-friendly, web-based searching capability that will be helpful for assisting faculty and departments in identifying opportunities for research partnerships. Work on promoting this resource for more widespread use in departments and colleges, including a policy for use of Academic Analytics, is ongoing.
- ***Member, Search Committee for Regional Vice-Chancellor for Academic Affairs at USFSP and Vice Provost***  
Served on this committee at the invitation of Chancellor Martin Tadlock. After on-campus visits by three finalists, our final recommendations were conveyed to the Chancellor. The search was put on hold pending the finalization of an administrative structure for a singly-accredited USF.
- ***Executive Leadership Group, Comprehensive Communication Campaign***  
I served on this group along with Associate Vice President Cindy DeLuca, Vice President Paul Dosal, System Vice President/CIO Sidney Fernandes, Interim Vice President Kiki Caruson, and Vice President and Chief Marketing Officer Joe Hice. The group was focused on providing strategic oversight of student



recruitment at all levels of engagement from prospects to students arriving on campus.

- ***Faculty Recruitment including World Class Scholars' Recruitment***  
I work closely with the Provost and administrative leaders of academic units across all campuses of USF on strategies related to faculty recruitment. I am responsible for review of all faculty recruitments and approval on behalf of the Provost's Office.
- ***Participation on BOG Subcommittee on Academic and Research Areas of National Excellence***  
This subcommittee was set up by the BOG to develop a plan to identify programs of excellence throughout the State University System per Subsection (7) of Section 1001.7065, 2018 Florida Statutes: "The Board of Governors shall establish standards and measures whereby individual undergraduate, graduate, and professional degree programs in state universities which objectively reflect national excellence can be identified and make recommendations to the Legislature by September 1, 2018, as to how any such programs could be enhanced and promoted." I represented Provost Wilcox who was appointed as one of a six-member Steering Committee, and worked with other provosts and vice presidents for research in the SUS to develop a plan to identify programs of excellence. The resultant SUS BOG "Programs of Excellence Report" was submitted in September 2018.
- ***Class Size Reduction Initiative***  
I led this initiative, at the request of the Provost, to explore with colleges across campuses ways to reduce class sizes strategically. I helped develop the strategic guiding principles for this initiative aimed at both helping our position in national rankings as well as, more importantly, providing students the individualized attention that they need for successful completion of their degree programs. The initiative resulted in a 14% decrease in class-sizes across the USF Tampa campus in Fall 2018 that was sustained in Fall 2019. This was an important contributing factor in USF's ascent from 58<sup>th</sup> in the 2019 USNWR rankings to 44<sup>th</sup> in the 2020 rankings. While USNWR discontinued this metric subsequently, the implementation of strategic class-size reductions in courses to improve student learning outcomes has fostered retention and graduation rates foundational in both student success and in maintaining USF's Top-50 ranking in the past few years.
- ***Provost's Office Tenure and Promotion Reviews***  
From 2016 to 2022 I annually assisted, along with other selected members of the Provost's senior leadership, in evaluating tenure and promotion applications after they have been reviewed by the colleges to provide input for the Provost and President's decisions. Typically, I evaluated about ten to twelve applications in the sciences and engineering annually. Since 2023 I have assumed primary responsibility for this function, as well as post-tenure review, with assistance from Vice Provosts Steven Tauber and Terry Chisolm.

- ***Member, Provost's Office Team for Annual Review of Colleges and Units***  
 I served, along with Senior Vice Provost Dwayne Smith, Vice Provost Terry Chisolm, AVP Valeria Garcia, Vice President Paul Dosal and Director of Finance Masha Galchenko on this team to assist the Provost with his annual performance review and planning for all colleges and academic support units. In 2022 this effort continued in collaboration with Terry Chisolm, Valeria Garcia, Paul Dosal and Elizabeth Hordge-Freeman. After Provost Prasant Mohapatra joined USF in 2023 we have reconstituted this process and I continue to work with Vice Provost Terry Chisolm and AVP Valeria Garcia on assisting with these annual reviews. We meet collectively with the dean/director and administrative leadership of colleges/support units and provide preparatory and evaluative input. This service is ongoing.
- ***Collaboration on University Rankings with Office of Decision Support***  
 This is an ongoing activity with the Office of Decision Support to provide continuous strategic input into USF's rankings on global and national measures. In particular, I work closely with Assistant Vice President Valeria Garcia, Director Mike Bolen and their team to understand rankings as they are announced and to provide an analytical perspective as a precursor to policy decisions. In particular, the analysis of a wide variety of global and national rankings of USF and our peers, and the tactical use of data analytics, has now placed us at the forefront in assessing rankings, metrics and indicators to effect strategic values-based institutional improvement as we strive to enhance institutional reputation through increased faculty and student success.
- ***Member, USF System Performance-Based Funding Accountability Team***  
 I am a member on this PBF team initially formed by Provost Ralph Wilcox. I work directly on providing strategic input to our efforts to meet Performance-Based Funding (PBF) and Preeminence metrics. I have worked primarily with Vice Provost Terry Chisolm and AVP Valeria Garcia in evaluating USF's performance and planning accountability. Examples include the development of new institution-specific KPIs for USF that include class-size reduction and increased category-normalized citation impact to affect our USNWR rankings and aspirations for AAU eligibility positively. More recently, I have provided input on the positive impact of the ongoing Faculty Success Initiative on all aspects of student success at USF including PBF/PE metrics and university rankings. Specifically, the strategic positioning of USF in our stated aspiration of Top-25 in USNWR ranking, particularly in relation to our future institutional investments will be a focus of ongoing work.
- ***USF Strategic Renewal / Strategic Performance Management***  
 Invited by the Provost to join this ad hoc group including him, Director of Communications Tanya Vomacka, AVP Valeria Garcia and Stephanie Skupien to help develop a data-informed presentation of the strategic renewal plan for President Currall. This initial plan was re-envisioned as a Strategic Performance Management approach needing additional financial input.

- ***Member, USF World AVP Hiring Group***  
Invited by Vice President Roger Brindley in Spring 2019 to assist in the recruitment of an AVP for USF World. I participated in candidate interviews and work on this group concluded with the presentation of our evaluative input.
- ***Member, Ad hoc Committee for USF St. Petersburg Campus Capital Improvement Plan***  
I served as the Provost's representative on this ad hoc committee from April 23, 2020 to May 5, 2020 to plan for a campus project on the St. Petersburg campus for the 2020/21 USF 5-year Capital Improvement Plan. The plan was to expand the MSL Building by adding a three-story annex to provide additional research space for the College of Marine Science, the College of Arts and Sciences and the College of Engineering as well as interdisciplinary research space for the contemplated Center of Excellence in Oceanic and Environmental Sciences on the St. Petersburg campus. The plan was presented to the BOT and received their approval for inclusion in the 2020/21 5-year USF Capital Improvement Plan.
- ***USF Enrollment Planning and Management Initiative***  
Invited by the Provost invited me to explore the development of a new data-informed approach to strategically guide enrollment planning and management for One USF. I developed a conceptual plan for an integrated approach titled *Enrollment Planning Interactive Console (EPIC) 1.0* that was presented to leadership of the Offices of Decision Support, Student Success (Admissions and Financial Aid), Information Technology and Innovative Education in one-on-one sessions from December 2019 to February 2020. Work on this was temporarily suspended as university operations were disrupted by the COVID-19 pandemic. However, this has recently emerged as a critical need in the Office for Student Success and I anticipate collaborating in this effort with key stakeholders during the following years.
- ***Hiring of Student Success Senior Data Analysts for the Office of Decision Support***  
Invited to participate in the ongoing search for Senior Data Analysts in 2019/2020 intended to support student success activities in ODS for the Enrollment Planning and Management Initiative. The search was successful in one hire (Ms. Sangita Singh).
- ***USF STEM Collaborative Advisory Panel***  
Joined this panel at the invitation of Vice Provost Terry Chisolm to work with her and Assistant Vice President Peter Stiling to help develop a broader strategic vision of STEM development at USF. This activity concluded with the development of an action plan.
- ***Member, USF Brand Council***  
I served on this Council chaired by Director of UCM Joe Hice. I have contributed strategic insight into the role branding should play in helping us improve in

institutional reputation as one of the primary metrics influencing both global and national rankings of USF. Work on this Council concluded with its dissolution and change in leadership of University Communication and Marketing (UCM). This activity is now continuing through direct interactions with UCM.

- ***Member, Search Committee for Marketing Firm***  
I participated actively as a member of this committee and attended presentations by the top four selected marketing agencies. After deliberations, SPARK was chosen as the agency of choice to help develop and introduce the new USF brand to the world.
- ***Member, COEDU Visioning Workgroup, “A New and Better Future for the College of Education” Committee***  
I participated as a member of this committee convened by Provost Wilcox to consider declining enrollments in the College of Education at USF and develop a plan for the future. The committee was chaired by Dean Julie Serovich of BCS. My principal contribution was an in-depth historical analysis of the graduate programs of the College of Education based on productivity metrics. This analysis formed the basis for a detailed report written by the committee addressing the existing issues with the College of Education and a detailed roadmap for the future that would preserve the college. During the course of service on this committee, I was privileged to make meaningful contacts with COEDU faculty members and develop an appreciation for their existing strengths and challenges.
- ***Member, College of Education Transformation and Implementation Workgroup***  
At the conclusion of the “New and Better Future for the College of Education Committee” a subset of members were tasked with taking the detailed report generated by the committee and distill the essence into a much more succinct and actionable implementation plan for the transformation of the COEDU. We accomplished this task and forwarded our recommendations to Interim Dean Roger Brindley.
- ***Member, College of Education Deans’ Search Committee***  
I served on this committee chaired by Dean Julie Serovich. We screened candidates, did Skype interviews, followed by on-campus visits. The committee concluded its task by recommending Prof. Robert Knoeppel who was recruited as the new Dean of the COEDU.
- ***Analysis of College of Business Rankings***  
At the invitation of Dean Moez Limayem, I performed a detailed analysis of the rankings of the Muma College of Business in a variety of subjects, including their position related to a ranking of MBA programs. I presented these results to the Dean, Associate Dean Kaushal Chari and Prof. Balaji Padmanabhan with recommendations for future action. I continue to work with the College to assist

as needed in their ongoing planning directed at increased national and global impact.

- ***Archivum Faculty Information System***  
A new system was created on Archivum to house the Faculty Information System, including the tenure and promotion module. I worked collaboratively with Vice Provost Terry Chisolm, who led this project, and Innovative Education, providing training tools for faculty members, to review progress periodically.
- ***Transforming Graduate Admissions at USF: An Archivum Platform***  
I led the successful development of the new graduate admissions platform on Archivum from zero-planning to the beta phase of implementation. Work on this project has concluded.
- ***Member, Advisory Group, USF-New York/New Jersey Strategic Partnership***  
I served on this group at the invitation of Provost Wilcox. Specifically, I provided input to the Provost on three proposals for potential partnerships from the New York Jets, New York Yankees and Madison Square Gardens. I also participated along with other advisory group members in oral presentations by the Jets and Yankees on April 10, 2019. Work on this group concluded with our recommendations to the Provost following these on-site presentations.
- ***Research Liaison with Office of Research and Innovation***  
I serve as the liaison between Academic Affairs and the Office of Research and Innovation (OR&I). In this capacity, I meet regularly with the VP, Research and Innovation and, as needed with OR&I administrators, to discuss academic issues connected with the research enterprise, and suggest needed policy responses. Since 2023, Research and Innovation was moved to Academic Affairs and the VP of OR&I commenced reporting directly to the Provost. I now continue my previous interactions with OR&I with a focus on faculty success in research and innovation.
- ***Member, USF Research Advisory Committee (2015-2023)***  
I was invited to serve on this committee by Dr. Paul Sanberg, Senior Vice President for Research, Innovation and Economic Development in 2015. We meet to discuss general policy related to administration of research at USF and in particular, are charged with developing guidelines and selecting recipients of the strategic pool of USF R&I funds. Service on this committee concluded with the end of the committee in 2023.
- ***Member, Office of Corporate Partnerships (OCP) Internal Advisory Board***  
I was invited to serve on this Board by Senior Vice President Paul Sanberg to provide input on academic and research matters. Service on this Board concluded in 2023.

### ***Creative Contributions:***

During my time in the Provost's Office, I am particularly proud of specific creative projects that I have been able to conceive, initiate and nurture. Examples of these include:

- ***Development of a Strategic Holistic Approach for Faculty Success at USF***

I conceived a strategic holistic approach to advance faculty success across all campuses of USF. Based on four overlapping but distinct focus areas including Teaching & Learning; Research, Partnerships & Communication; Access & Empowerment; and Finances, Infrastructure & Analysis this approach encompasses all aspects of faculty roles and responsibilities in an integrated fashion. The approach lends itself to robust institutional implementation while providing ample opportunities for seeking faculty input into the detailed process. A plan in which Faculty Advisory Panels work collaboratively with Implementation Teams in each focus area has proven to be very effective in rapidly developing goals and initiatives that can be operationalized without bureaucratic delay. Further, this holistic approach permits a dynamic ecosystem mapping of advances in faculty success to all relevant aspects of student success at USF.

- ***Development of a Research Plan to Combat anti-Black Racism***

People racialized as Black/African American, Indigenous, and other people of color have been historically excluded from and/or marginalized within institutions of higher learning, particularly as it relates to research. USF has a responsibility to leverage our expertise and address inequities. In concert with a Research Task Force, I led the development of a proposed initiative that has great potential for reinvigorating connections between USF and its community partnerships throughout Tampa Bay, strategically expanding the university's ability to seek funding to address the needs of our local communities and to generate impactful research. It will also catalyze an inclusive culture promoting the recruitment, retention, and progression of Black undergraduate and graduate students, faculty, and staff; and strengthening the national pipeline of future researchers working to address anti-Black racism and resulting inequity. The potential embedding of these efforts in a QEP can lead to sustained transformation of a truly inclusive institutional culture at USF in which the experiences and needs of individuals identifying as Black are equitably addressed.

- ***Tracking of Historical Global Trends for the COVID-19 Pandemic***

A project that started out as a personal curiosity as USF shifted to remote operation due to the COVID-19 pandemic has now become a useful historical tool that provides insight into the geographic spread of this disease. I directed the accumulation and analysis of daily data on new COVID-19 cases and deaths for the Top-35 countries in terms of total

cases, as well as similar data by state for the US and for selected counties in Florida. As we accumulated more data, we simultaneously refined our analysis tools to gain insight into the mechanics of propagation of COVID-19 and potential correlations with varying local intervention methods. This may be helpful for developing predictive insight for future recurrences. Titled “*Historical Global Trends for the COVID-19 Pandemic*”, Volumes 1 to 49, the evolving longitudinal data (currently a 153-slide presentation) provided periodic briefings from March 27, 2020 to June 25, 2021 for President Currall, Provost Wilcox, USF Senior Leadership and US Special Operations Command. The data collection and briefings provide a useful historical record of the pandemic and its global evolution.

- ***Outreach to High School Guidance Counselors***

Initiated an e-mail campaign reaching out to over 6000 high school guidance counselors to establish a working relationship with them through the development of a guidance counselors’ toolkit. This initial e-mail resulted in a noticeable shift in institutional reputation and movement upwards in our national rankings. More importantly, Innovative Education then took this over as a campaign that is a cornerstone of our outreach efforts related to undergraduate student recruitment.

- ***USF Nexus Initiative and UNI Awards***

In an effort to enhance faculty success and increase institutional reputation, I conceived and implemented a USF Nexus Initiative (UNI) as a variety of connections (or partnerships) that could link USF faculty to opportunities offering enhanced intellectual and infrastructure exposure. The first of these initiatives, the UNI Travel Awards were launched in 2018, providing 33 faculty members the opportunity to travel to a global (or national) site of their choosing and establish a research connection with a colleague for one year. A second round of UNI awards was initiated in 2019. This round extended the initiative to all three campuses of USF, and with financial support from Provost Wilcox, and Regional Chancellors Martin Tadlock (USFSP) and Karen Holbrook (USFSM) we awarded another 34 applicants. Over two years the UNI awards have now initiated 64 global collaborations in 32 countries and 17 national collaborations in 12 U.S. States. A website documenting these collaborations has been launched at <https://www.usf.edu/provost/nexus-initiative/index.aspx>.

COVID-19 interrupted travel plans for UNI researchers and resulted in significant disruptions to their planned research. Several have continued interactions remotely. However, since the primary emphasis of these awards is the physical connectivity afforded by travel to their partner institutions, many of the awardees have been provided no-cost extensions to perform their work as soon as travel restrictions are eased. We saw the resumption of activities with the receding pandemic and anticipate further investment in this initiative and continued momentum in the future.

- Predictive Analytics for University Rankings***

Detailed quantitative analysis of national rankings such as the US News and World Report rankings have enabled individual metric-based predictive capabilities that are strategically useful in optimal institutional improvement and resultant rankings. I have analyzed the available data on the metrics used by USNWR for their rankings of over 230 universities, supplemented it with complete data for 145 universities and developed a multi-parameter equation that can predict the university rankings given the metric values. We have now verified the accuracy of this model over six evaluation cycles. Consequently, we are able to use this to strategically figure out the best path for improvements in institutional USNWR rankings for USF, and the metrics most influential in such improvements. This model is proving to be an invaluable institutional asset and in particular, helped guide the strategic approach for our 2022 LBR which garnered a \$55M recurring investment from legislature.
- Development of University Ecosystem approach to Strategic Planning: Conception of POEM***

I conceived a novel way to visualize the organizational structure of a university as an ecosystem and used this approach to gain insight into the portions of the university ecosystem probed by different rankings, metrics and indicators. This qualitative approach has now been supplemented with a quantitative methodology that allows detailed numerical insight into various aspects of the university ecosystem, including correlations between distal parts. This analysis can help greatly in strategic decision-making related to institutional development that need not be rank specific, but more values-based. A disclosure of invention was filed with the United States Patent and Trademark Office on May 30, 2019 for this novel concept, referred to as Performance of Organizational Ecosystem Mapping (POEM).
- Founding and Development of a North American Young Research Universities Network (NAYRUN)***

I chaired a workshop on June 5, 2018 prior to the Times Higher Education Young Universities Summit at USF Tampa with participation from the Young European Research Universities Network (YERUN) and the Australian Technology Network (ATN) of universities. This workshop was co-facilitated by the President and a member of the Executive Board of YERUN (Juan Romo, President of University Carlos III Madrid and Dr. Anthony Forster, Vice Chancellor of the University of Essex, respectively) and Ms. Renee Hindmarsh, the Executive Director of ATN. Post-YUS Summit, I chaired a meeting of interested North American universities, with participation by Ms. Hindmarsh and Executive Director, Ms. Silvia Recio of YERUN.

Subsequent to the organization of the Young University Summit co-sponsored by Times Higher Education at USF in June 2018, I worked on building a coalition of North American universities to found NAYRUN comprising USF, UAB, FIU, George Mason, UC – Riverside, York and Concordia as partner institutions. The



plan was to move forward virtually to formalize the network and finalize a concerted mission focused on jointly-addressed grand challenges centered on globally recognized goals such as the UN SDGs. Since that initial development the contemplated North American Young Research Universities Network (NAYRUN) was nucleated and became functionally active. However, the COVID-19 pandemic and a change in institutional leadership at the presidential level put a halt on operations. We anticipate resuming this network in the future based upon continued interest from the charter members.

- ***Identification of Academic Areas of Research and Academic Excellence***  
Initiated by an invitation from Provost Wilcox to join the BOG Research and Academic Excellence Workgroup identifying academic degree programs of excellence for SUS universities, I got the opportunity to develop a framework that connects broad areas of research to underlying degree programs through a decision-tree-like structure. Upon compiling this information institution-wide, we have identified nine areas of interdisciplinary excellence with contributions from multiple colleges in each area. This has generated, for the first time, an asset map of research excellence at USF that can serve strategic institutional decision-making regarding effective areas of collaboration and future faculty hiring. This approach is scalable to SUS-wide research and academic interactions.

***Chair, Department of Physics, University of South Florida, Tampa (August 2003-July 2015)***

During three consecutive four-year terms as Chair, I was privileged to work with faculty and staff to lead the Department of Physics through a period of significant growth in student credit hours generated, doctoral student enrollment, annual degrees awarded, external research funding, faculty size, peer-reviewed publications, and departmental impact as evidenced by citations and faculty and student awards. The Department relocated to improved research and teaching facilities in the seven-story Interdisciplinary Sciences Building. The cumulative efforts of the faculty elevated the ranking of the department from the bottom-quartile to the top-third in the nation during this period. Some of these accomplishments are detailed in the following synopsis.

## **Synopsis of Departmental Progress during Service as Physics Chair (2003-2015)**

### **Physics faculty and staff recruitment, promotion and retention (2003-2015):**

- 28 faculty members were recruited (including 5 women faculty members)
- 9 new staff members were recruited
- 24 of 32 Physics faculty members at the end of Summer 2015 (75% of then current Physics faculty) were recruited during this period
- 14 faculty members were tenured
- 13 faculty members were promoted to Associate Professor
- 7 faculty members were promoted to Full Professor
- 1 recognized as Distinguished University Professor
- 4 faculty members were promoted to Instructor (Level II)

### **Major awards and recognition for Physics faculty members:**

- AAAS Fellowship (Prof. George Nolas)
- OSA Fellowship (Prof. Paul Kim)
- APS Fellowships (Profs. George Nolas & Hari Srikanth)
- Sloan Research Fellowship (Dr. Jiangfeng Zhou)
- TUM-IAS Hans-Fischer Junior Fellowship (Prof. Matthias Batzill)
- NSF CAREER Awards (Drs. Matthias Batzill, Casey Miller, Inna Ponomareva, Andreas Muller & Humberto Rodriguez Gutierrez)

### **Representative significant recognition for Physics students:**

- 3 students invited to the 62<sup>nd</sup> Physics Nobel Laureates' Conference, Lindau, Germany (Aaron Landerville, Joseph Fogarty & Evan Lafalce)

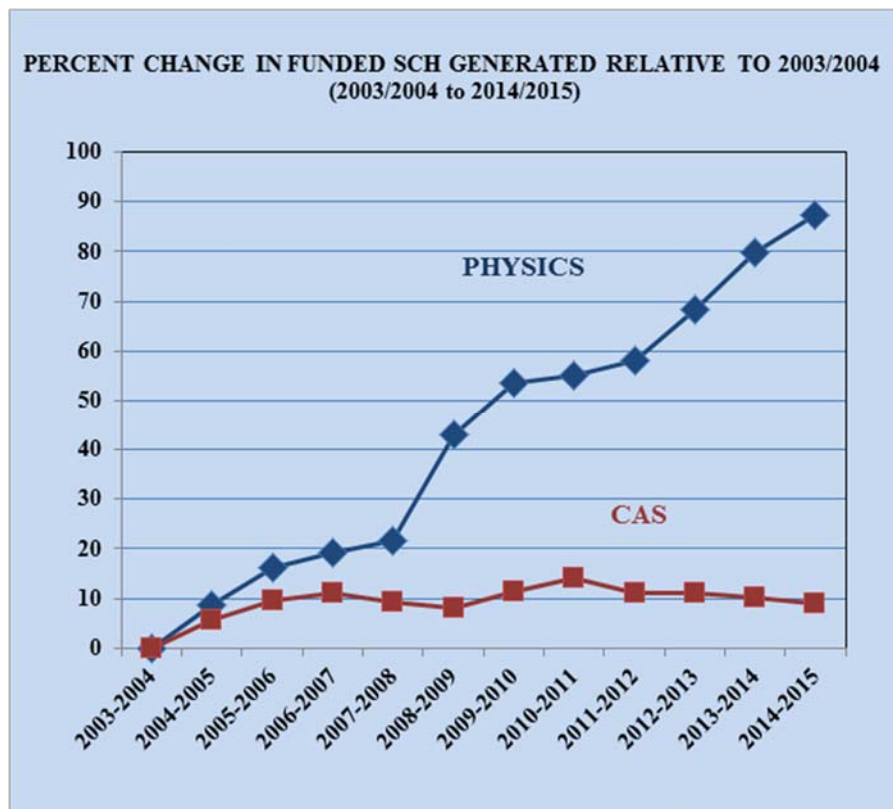
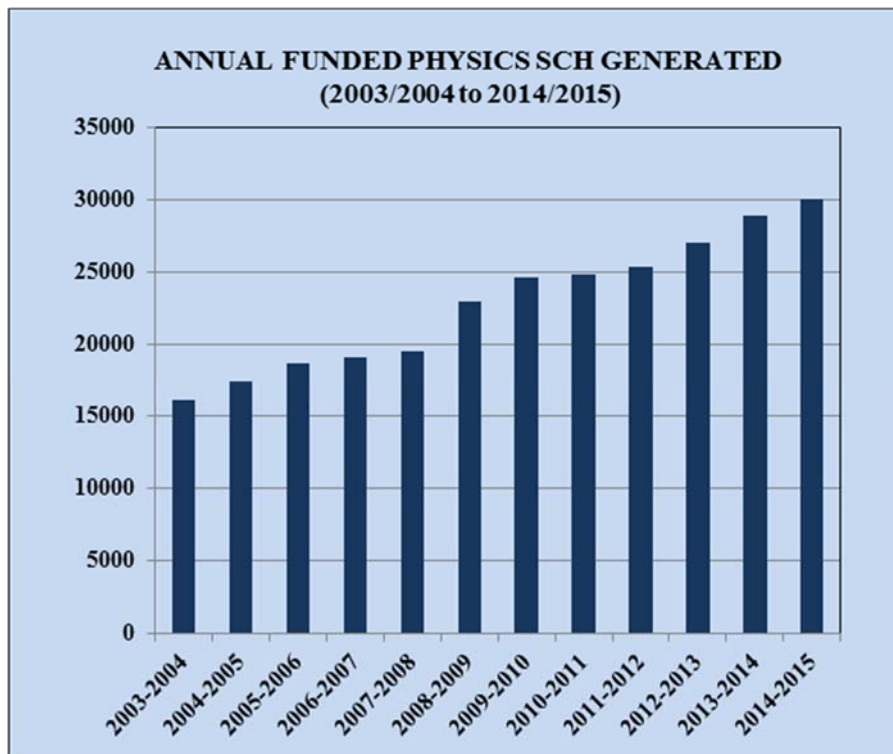
- 1 student received the 2014 Goldwater Scholarship (Michael Calzadilla)
- 1 student received the 2015 Gates-Cambridge Scholarship (Michael Calzadilla)
- 1 student invited to the 64<sup>th</sup> Physiology and Medicine Nobel Laureates' Conference, Lindau, Germany (Jasmine Oliver)
- 1 student received a National Defense Science and Engineering Graduate (NDSEG) Fellowship (Brian Demaske)
- 1 student received a German Academic Exchange Award (DAAD, Deutscher Akademischer Austausch Dienst) (Stevce Stefanoski)
- 2 students received Bright House Networks Endowed Fellowships (Adrian Popescu & Shannon Hill)
- Multiple USF Outstanding Dissertation Awards (Christopher Mann, Matt Beekman, Michael Conroy, Jason Lewis, Adrian Popescu, Lyudmila Adamska & Stevce Stefanoski)

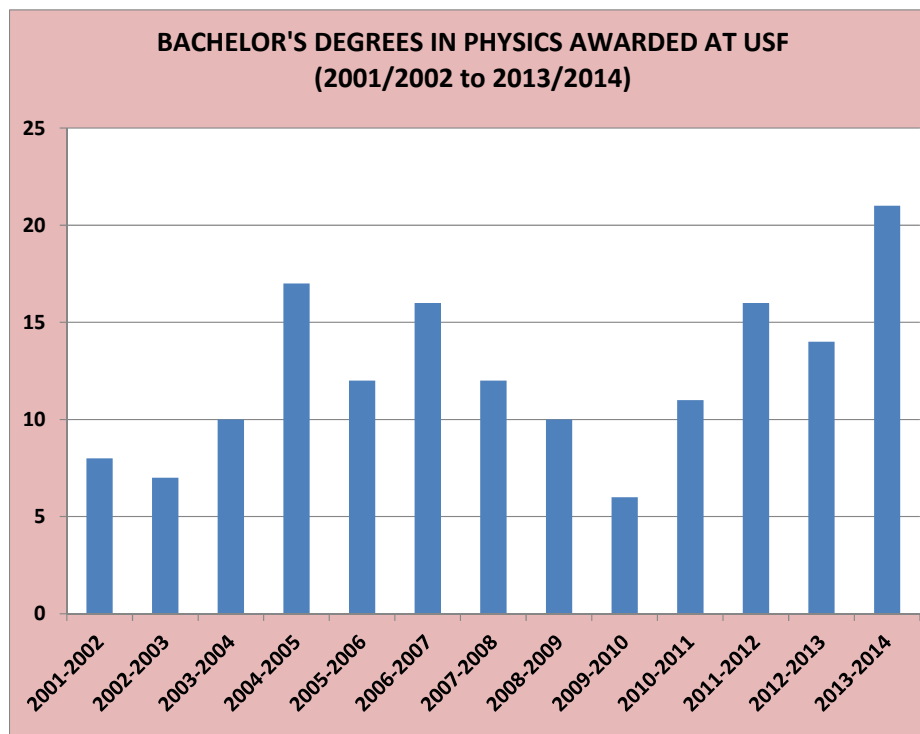
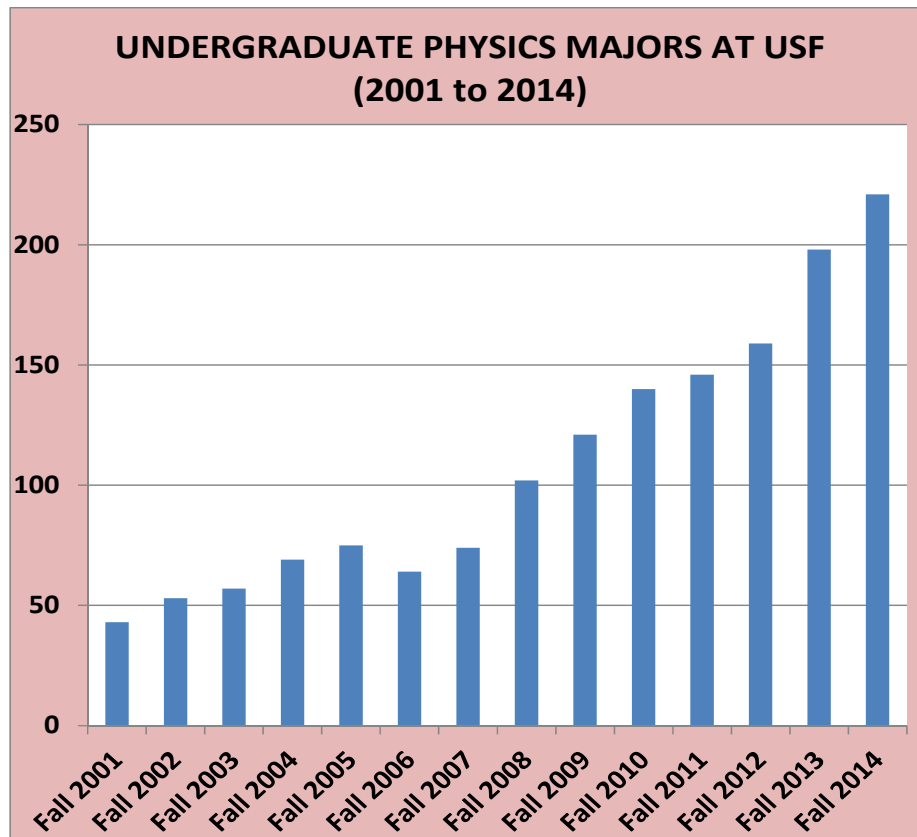
**Highlights of programmatic development:**

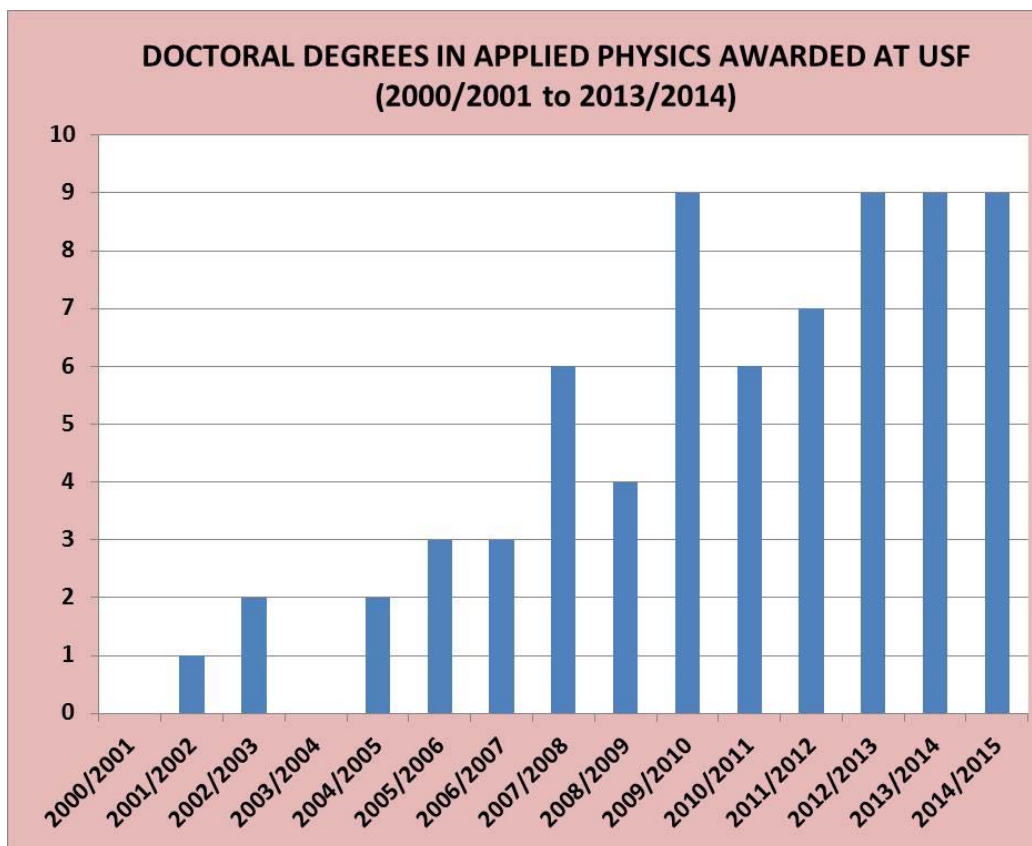
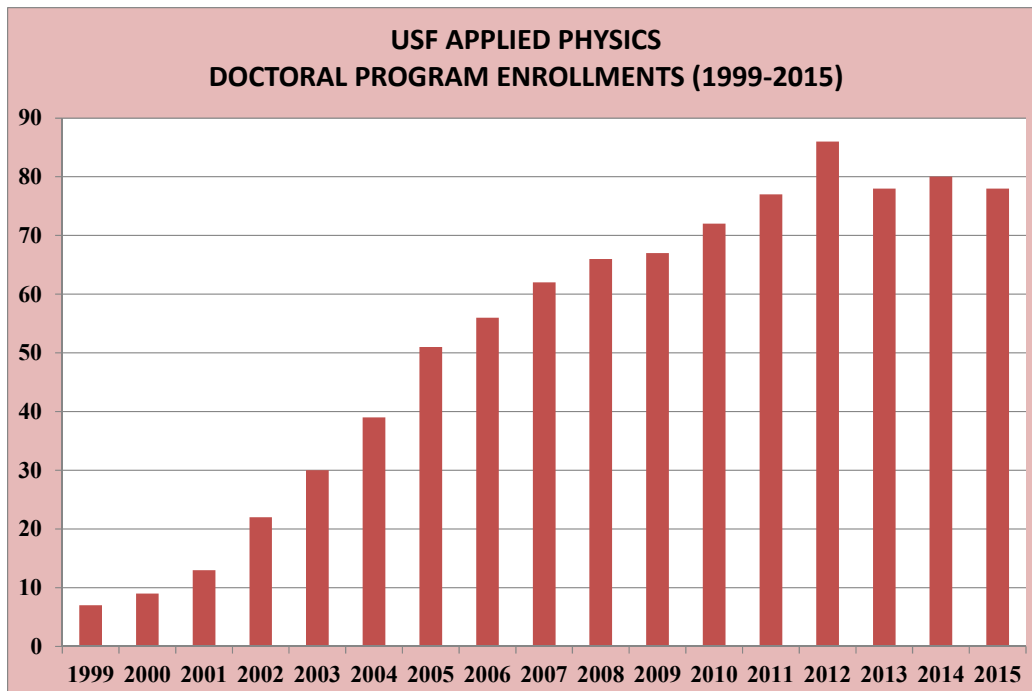
- Development of a Ph.D. program in Applied Physics, unique in the State of Florida
- Development of a CAMPEP (Commission on Accreditation of Medical Physics Education Programs) – accredited emphasis in Medical Physics
- Selection of USF Physics by the American Physical Society as one of two funded inaugural Bridge to the Doctorate Program sites in the nation
- Participation as a foundational member of the School of Natural Sciences and Mathematics (SNSM) in CAS
- New minor in biomedical physics
- Transfer of astronomy from Mathematics to the Physics Department and related program growth
- Department relocation to the new, seven-story Interdisciplinary Sciences (ISA) Building

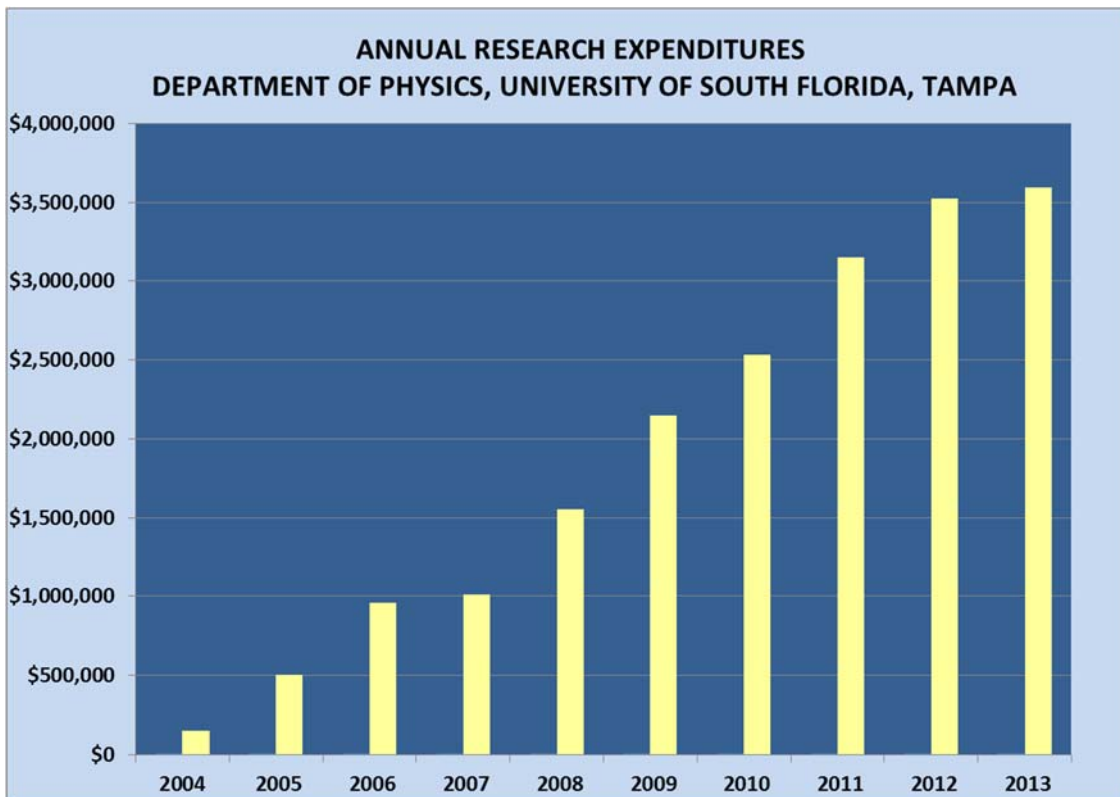
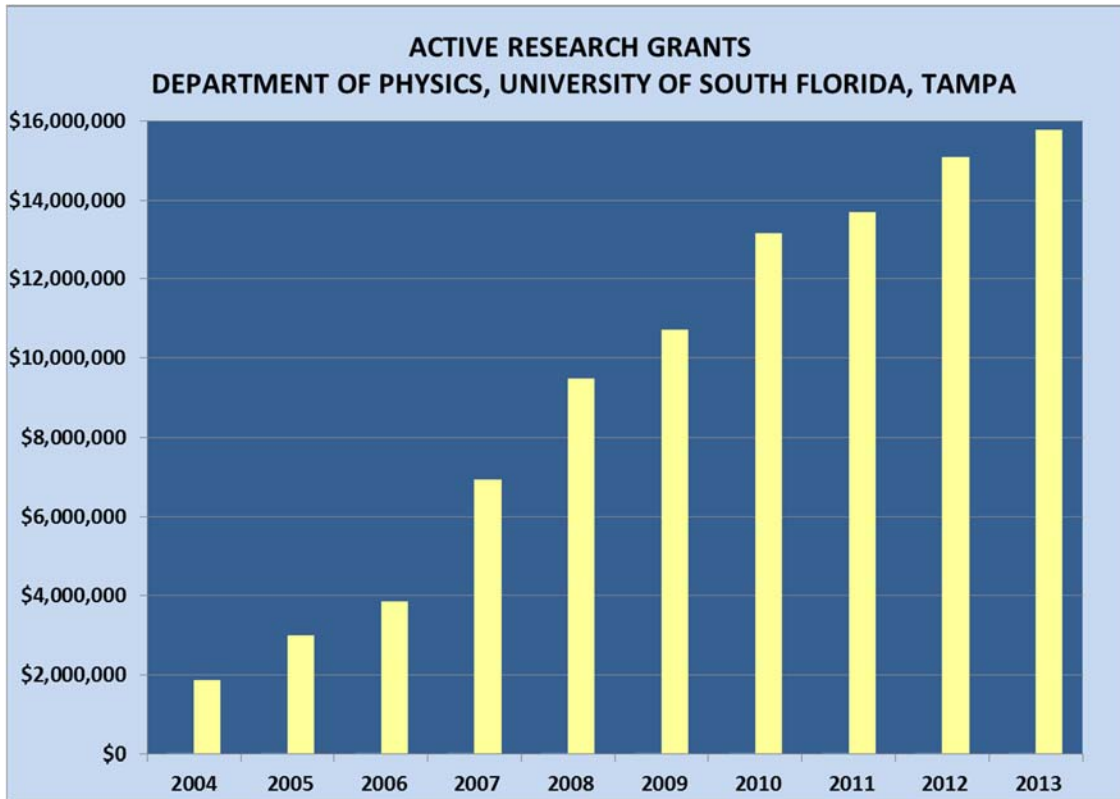
- Development of shared infrastructure facilities: (Physics Materials Diagnostic Facility (PMDF) and Facility for the Optical Characterization of Materials (FOCM)
- Receipt of \$180K from alumnus Mr. Roy Jewell to endow the Emery H. and Barbara P. Jewell Award for Faculty Excellence at the Department of Physics
- Initiation of the Eminent Scholar Program in USF Physics with the recruitment of Physics Nobel Laureate Prof. Ivar Giaever

**Historical Productivity Data for Department of Physics**  
**during Service as Department Chair**



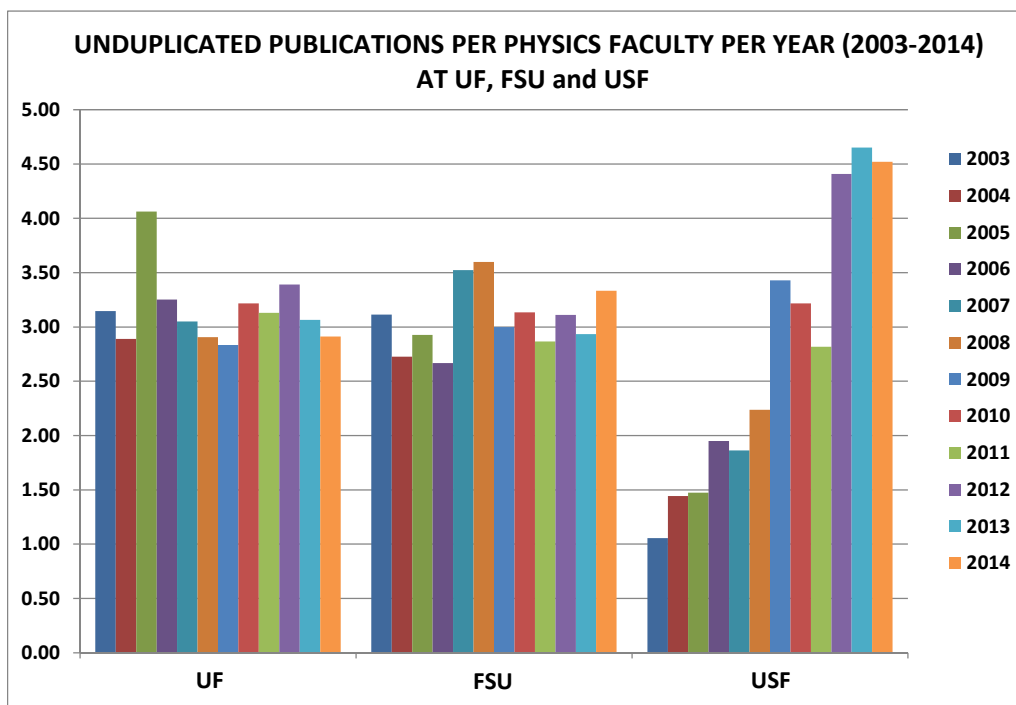
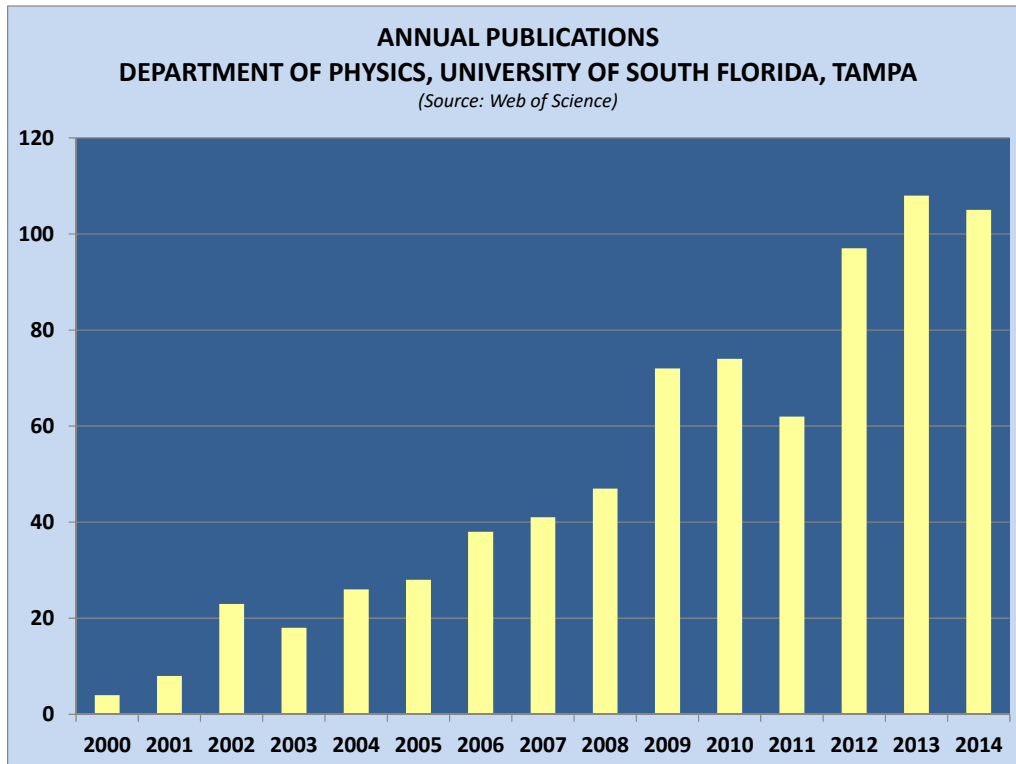






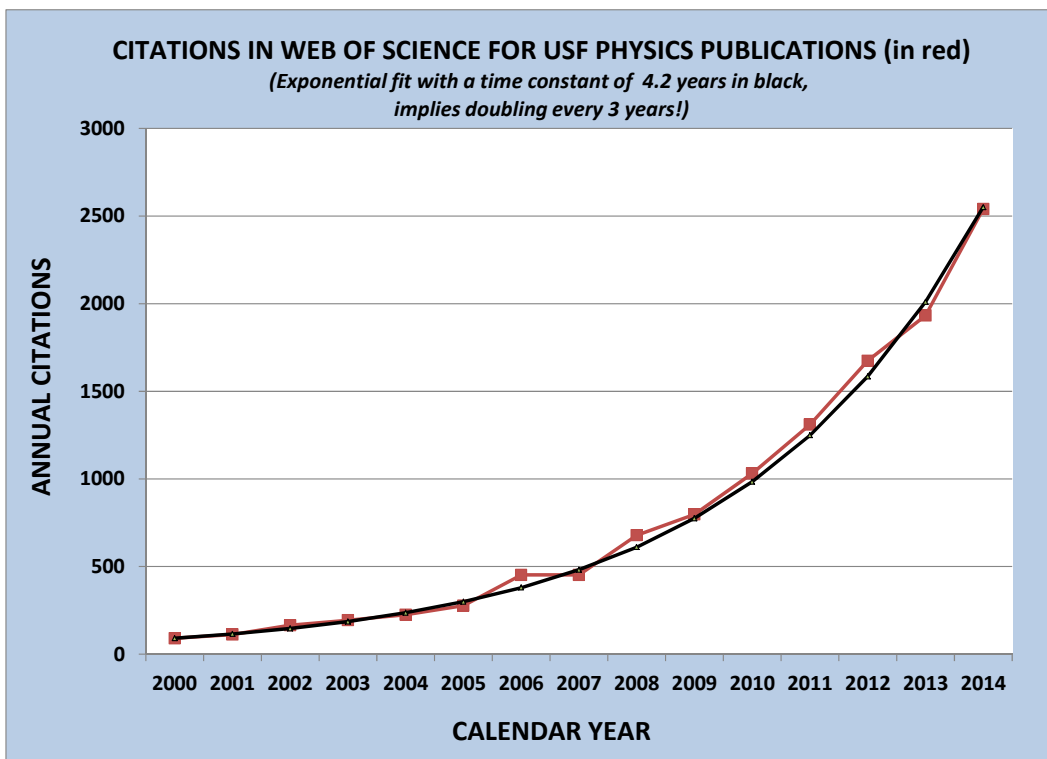
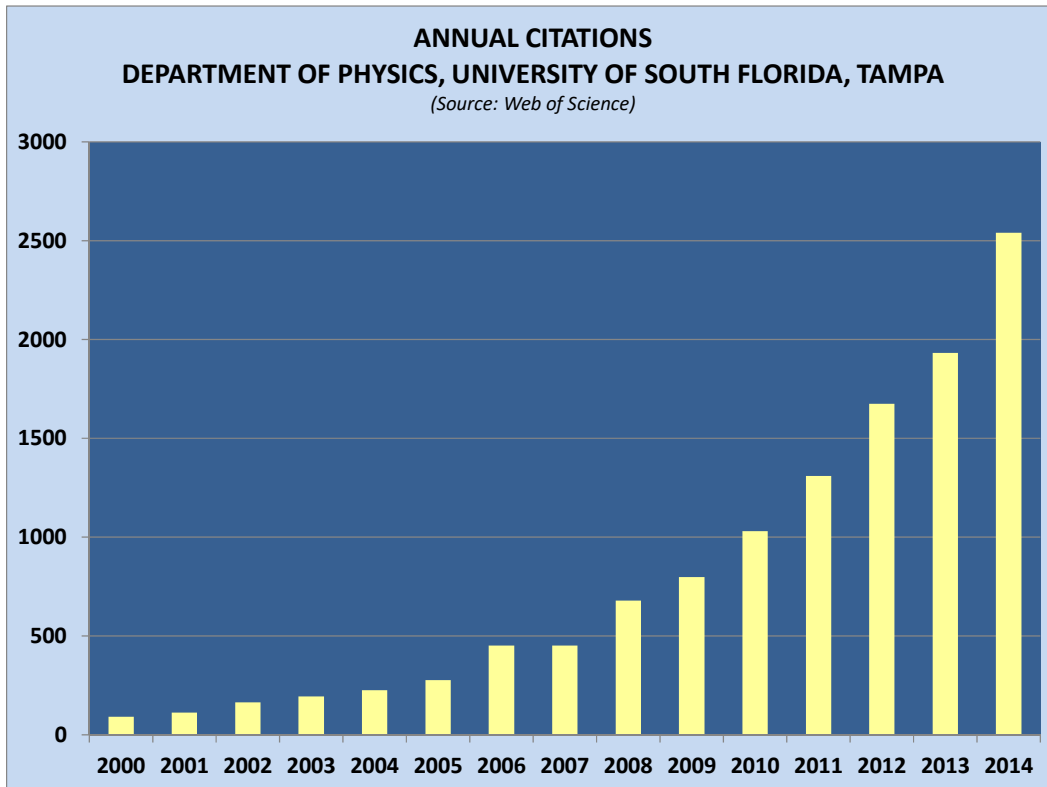


## PEER-REVIEWED USF PHYSICS PUBLICATIONS



Unduplicated annual publications per tenured/tenure-track Physics faculty member at UF, FSU and USF, obtained from the ISI Web of Science database and the corresponding AIP Annual Handbooks of Physics Graduate Programs.

## CITATIONS FOR PEER-REVIEWED USF PHYSICS PUBLICATIONS



## **RESEARCH AND SCHOLARLY ACTIVITY**

### **BOOK CHAPTERS**

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## REFEREED / INVITED / CONTRIBUTED CONFERENCE PRESENTATIONS

- P. Mukherjee, “Mapping Rankings and Metrics on to the University “Ecosystem”: A Case Study”, invited talk, EduData Summit, MIT, June 19, 2018.
- P. Mukherjee, *Young Universities Alliance workshop: Foundation of new networks?*, chaired workshop co-facilitated by the President and a member of the Executive Board of the Young European Research Universities Network (YERUN) (Juan Romo, President of University Carlos III Madrid and Dr. Anthony Forster, Vice Chancellor of the University of Essex, respectively) and Ms. Renee Hindmarsh, the Executive Director of the Australian Technology Network (ATN) of universities, Grand Hyatt, Tampa, June 5, 2018
- F. Albadrasawi, A. Sabah, D. J. Mateo Feliciano, P. Mukherjee and S. Witanachchi, “Reaction Time Study of Zinc Stannate Growth on Conducting Substrates”, American Physical Society March meeting, Los Angeles, CA March 2018.
- D. J. Mateo Feliciano, A. Sabah, F. Albadrasawi, P. Mukherjee and S. Witanachchi, “ZnSnO<sub>3</sub> nanowires as a lead-free alternative for piezotronics devices constructed using a template-based growth”, Materials Research Society Meeting, Phoenix, AZ, April 2018.
- C. Gladney, D. Denmark, P. Mukherjee and S. Witanachchi, “In-Situ, Time Dependent Photopolymerization of PNIPAM Microgels for Targeted Drug Delivery Applications”, Materials Research Society Meeting, Phoenix, AZ, April 2017.
- C. Hettiarachchi, N. Harris, P. Mukherjee and S. Witanachchi, “BaTiO<sub>3</sub> nanoparticles embedded CH<sub>3</sub>NH<sub>3</sub>PbI<sub>3-x</sub>Cl<sub>x</sub> perovskite solar cells with enhanced open-circuit voltage”, Materials Research Society Meeting, Phoenix, AZ, April 2017.
- D. Mateo, D. Gonzalez, M. Hordagoda, P. Mukherjee and S. Witanachchi, “Ordered PZT hole arrays grown on silicon substrates using glancing angle pulsed laser deposition”, Materials Research Society Meeting, Phoenix, AZ, April 2017.
- N. Wright, D. Mateo-Feliciano, P. Mukherjee and S. Witanachchi, “Growth of zinc oxide nanocolumns on silica nanosphere using glancing angle pulsed laser deposition”, American Physical Society March meeting, Baltimore, MD March 2016.
- C. Hettiarachchi, J. Niman, P. Mukherjee and S. Witanachchi, “Fabrication and characterization of BaTiO<sub>3</sub> (BTO) ferroelectric nanoparticles embedded CH<sub>3</sub>NH<sub>3</sub>PbI<sub>3-x</sub>Cl<sub>x</sub> perovskite solar cells”, Materials Research Society Meeting, Phoenix, AZ, April 2016.



- N. Bernal, D. Denmark, P. Mukherjee and S. Witanachchi, “Accelerated hemostasis through horizontal spray-dry synthesis of nano-therapy carriers”, Materials Research Society Meeting, Phoenix, AZ, April 2016.
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- D. J. Denmark, G. Marcus, D. Mukherjee, S. Witanachchi and P. Mukherjee, “A fundamental understanding of the competing Neel and Brownian relaxation mechanisms in the remote RF heating of thermo-responsive polymers using  $\text{Fe}_3\text{O}_4$  magnetic nanoparticles”, Materials Research Society, 2015 MRS Spring Meeting, San Francisco, CA (April 6<sup>th</sup> – 10<sup>th</sup>, 2015).
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- P. Mukherjee and H. S. Kwok, "Intensity Dependent Excitations in the Quasicontinua of Polyatomic Molecules" in *Conference on Lasers and Electro-Optics, 1986*, OSA Technical Digest Series (Optical Society of America, Washington, DC), TuK1, pp. 92-93, 1986.
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- P. Mukherjee and H. S. Kwok, "Picosecond Pulse Duration Dependent Free Carrier Absorption in Semiconductors", *Materials Research Society Meeting*, Nov. 1984.

## PATENTS

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- P. Mukherjee and S. Witanachchi, "Method of Affecting In-situ Diamond Growth", patent pending.
- S. Witanachchi, L. Woods, G.S. Nolas and P. Mukherjee, "A Novel Nano-structured Material System with High Thermoelectric Figure-of-merit", provisional patent submitted.
- P. Mukherjee and S. Sasidharan, "The Performance of Organizational Ecosystem Mapping (POEM): Mapping Performance Indicators on to the Organizational Ecosystem", provisional patent submitted May 30, 2018.

## RESEARCH COLLABORATORS

Dr. Jacob L. Jones, University of Florida, Gainesville, Florida  
Dr. Manh-Huong Phan, University of South Florida, Tampa, Florida  
Dr. Hafsa Khirshid, University of South Florida, Tampa, Florida  
Dr. Devajyoti Mukherjee, University of South Florida, Tampa, Florida  
Dr. Anuja Datta, University of South Florida, Tampa, Florida  
Dr. Tara Dhakal, University of South Florida, Tampa, Florida  
Dr. Susmita Pal, University of South Florida, Tampa, Florida  
Dr. George S. Nolas, University of South Florida, Tampa, Florida  
Dr. Hari Srikanth, University of South Florida, Tampa, Florida  
Dr. Sarath Witanachchi, University of South Florida, Tampa, Florida  
Dr. Xiaomei Jiang, University of South Florida, Tampa, Florida  
Dr. Matthias Batzill, University of South Florida, Tampa, Florida  
Dr. Timothy R. Gosnell, Los Alamos National Laboratory, Los Alamos, New Mexico  
Dr. Jeffrey Saffer, Jackson Laboratories, Bar Harbor, Maine  
Dr. Irving J. Bigio, Los Alamos National Laboratory, Los Alamos, New Mexico  
Mr. Michael P. Hasselbeck, State University of New York at Buffalo, Buffalo, New York  
Dr. Mansoor Sheik-bahae, State University of New York at Buffalo, Buffalo, New York  
Dr. Hoi Sing Kwok, State University of New York at Buffalo, Buffalo, New York  
Dr. John T. Ho, State University of New York at Buffalo, Buffalo, New York

**Service on Thesis, Dissertation,**

**Project and Comprehensive Examination Committees**

Newton Sims	M.S. Physics (Dec. 1989)	Member
Vonguilay Phomsakha	M. S. Physics (May 1990)	Member
Palanikumaran Sakthivel	M.S. Physics (April 1991)	Major Professor
Daniel Oman	M. S. Physics (April 1991)	Major Professor
Neil Weston	M. S. Physics (April 1992)	Major Professor
Phillip Roland	M. S. Physics (Aug. 1993)	Major Professor
Wayland Stewart	Ph. D. Electrical Engg. (July 1993)	Member
William Wilcox	Ph. D. Engg. Science (Dec. 1995)	Member
Carol de Vera*	M. S. Physics (Dec. 1995)	Member
Palanikumaran Sakthivel	Ph. D. Engg. Science (Dec. 1995)	Major Professor
Yi-Cheng Tong#	M. S. Physics (May 1996)	Member
Pushkaraj Panse	M. S. Physics (Aug. 1996)	Member
Khurshid Ahmed	Ph. D. Engg. Science (Dec. 1996)	Member
Christian Keyser*	M. S. Physics (Aug. 1997)	Member
Edward Zubeck*	M.S. Physics (Dec. 1997)	Major Professor
Shudong Chen	M. S. Physics (Dec. 1999)	Major Professor
Shudong Chen	M. S. Engg. Science (Dec. 1999)	Major Professor
John Cuff	M.S. Physics (Aug. 2000)	Major Professor
John Cuff	M. S. Engg. Science (Aug. 2000)	Major Professor
Martin Miyawa	M. S. Physics (Aug. 2000)	Member
Martin Miyawa	M. S. Engg. Science (Aug. 2000)	Member
Prasanna Mahawela	M. S. Engg. Science (Aug. 2000)	Member
David Totzke	M.S. Engg. Science (Aug. 2000)	Member
David Totzke	M.S. Physics (Aug. 2000)	Member
Harshini Fernando*	M.S. Physics (Dec. 2001)	Member
Alicia Garcia-Lopez	M.S. Chem. Engg. (July 2001)	Member
Dan Factor#	M.S. Physics (April 2002)	Major Professor
Susan McAveety#	M.S. Physics (April 2002)	Major Professor

Vida Castillo	Ph.D. Applied Physics (July 2002)	Member
Ranko Hajndl	M. S. Physics (Dec. 2002)	Member
Jeff Sanders	M. S. Physics (April 2003)	Member
Randolph Ertenberg	M. S. Physics (October 2003)	Member
Betul Unlusu	Ph. D. Chem. Engg. (April 2004)	Member
James Winslow	M. S. Physics (May 2004)	Major Professor
James Winslow	M. S. Engg. Science (May 2004)	Major Professor
Lane Manoosingh	Ph. D. Elect. Engg. (June 2004)	Member
Uma Choppali*	M. S. Physics (July 2004)	co-Major Prof.
Yong-Rae Kim	Ph. D. Applied Physics (Dec. 2004)	Member
Houssam Abou-Mourad	Ph. D. Applied Physics (April 2005)	co-Major Prof.
Gayan Dedigamuwa	M. S. Physics (May 2005)	Member
Leo Krzewina	Ph. D. Applied Physics (Mar. 2006)	Member
Jermaine Kennedy	Ph. D. Applied Physics (April 2006)	Member
Drew Rebar	M. S. Physics (May 2006)	Member
Ranko Heindl	Ph. D. Applied Physics (Nov. 2006)	Member
Robert Hyde	M. S. Physics (Nov. 2006)	Major Professor
Robert Hyde	M. S. Engg. Science (Nov. 2006)	Major Professor
Raghu Mudhivarathi	Ph. D. Mech. Engg. (Nov. 2007)	Member
Natalia Kovalchuk	Ph. D. Applied Physics (April 2008)	Member
Gayan Dedigamuwa	Ph. D. Applied Physics (Nov. 2009)	Member
Marek Merlak	M. S. Physics (May 2010)	Member
Devajyoti Mukherjee	Ph. D. Applied Physics (Sep. 2010)	co-Major Prof.
Robert Hyde	Ph. D. Applied Physics (Apr. 2011)	co-Major Prof.
Ted Wangenstein	Ph. D. Applied Physics (June 2012)	co-Major Prof.
Dino Ferizovic	Ph. D. Applied Physics (Nov. 2012)	co-Major Prof.
Michael Blosser	M.S. Physics (Jan. 2013)	Member
Sayan Chandra	Ph. D. Applied Physics (Oct. 2013)	Member
Kevin McCash	Ph.D. Applied Physics (May 2014)	Member
Gabriel Marcus	M.S. Physics (Dec. 2014)	co-Major Prof.
Jagannath Devakota	Ph. D. Applied Physics (April 2015)	Member

Himanshu Verma	Ph.D. Applied Physics (July 2015)	Member
Corissa Kons	M.S. Physics (Aug. 2015)	co-Major Prof.
Kaya Wei	Ph.D. Applied Physics (Nov. 2015)	Member
Elena Glazkova	Ph.D. Applied Physics (Oct. 2016)	Member
Ryan Herchig	Ph. D. Applied Physics (March 2017)	Member
Daniel Denmark	Ph.D. Applied Physics (June 2017)	co-Major Prof.
Mahesh Hordagoda	Ph.D. Applied Physics (August 2017)	co-Major Prof.
Lakmal Hettiarachchi	Ph.D. Applied Physics (Nov. 2017)	co-Major Prof.
Domingo Feliciano	Ph. D. Applied Physics (Nov. 2019)	co-Major Prof.

\*Project Report.      #Comprehensive Examination.

### **Postdoctoral Scientist Direction**

The following postdoctoral scientists were directed and supported on research funding:

Dr. Susmita Pal

Dr. Tara Dhakal

Dr. Antao Chen (FCASST Research Associate Professor)

Dr. Devajyoti Mukherjee      CIFM\* (co-directed with Dr. Sarath Witanachchi)

Dr. Hafsa Khurshid      CIFM (co-directed with Dr. Hari Srikanth)

Dr. Anuja Datta      FCASST\*\* Research Assistant Professor

Dr. Manh-Huong Phan      FCASST Research Assistant Professor

*\*CIFM: Center for Integrated Functional Materials*

*\*\*FCASST: Florida Cluster for Advanced Smart Sensing Technologies*

### **Undergraduate and High School Student Research Direction**

A variety of undergraduate students have completed their Physics Undergraduate Research requirement in my laboratory. I have directed the Honors theses of Fayssal El-Jabbali, Alisha Khan, Jaya Kolla, Rachel Price and Nupur Godbole. I also participated in Priscilla Sato and Laura Beauchemin's Honors theses as a committee member.

Over the years, gifted high school students have participated in research experiences in my laboratory during the USF Mathematics Summer Program. In particular, one high school student has been involved in more intense research activities each summer in our laboratory from 2001-2004.

The last three high school students were Laila Booshehri (King High School International Baccalaureate Program student), Rene Chen (Wharton High School), and Andy Barthel (Wharton High School). Rene won first place in the Senior Physics category at the Hillsborough County Regional Science Fair and the United States Army Special Award in March 2003 for her project on "Phase Fluctuation Optical Heterodyne Spectroscopy" that was performed under my direction. She was chosen to represent Hillsborough County in Physics at the State level. Andy won first place in the Senior Physics category at the Hillsborough County Regional Science Fair and among others awards, the Intel Special Award in March 2004 for his project on a new optical alignment for a two-dimensional fiber-based spectral imaging system that was performed under my direction. He was chosen to represent Hillsborough County in Physics at the State level and was selected for the Nationals.

## **PROFESSIONAL SERVICE**

- Invited reviewer for the Partner University Fund (PUF), French-American Cultural Exchange (FACE) Foundation Grant Program, 2010 and 2011.
- Invited participant in the Museum of Science and Industry (MOSI) Innovation Express Contest judging at the University of South Florida, February 1, 2010.
- Invited reviewer, USF Excellence in Innovation Awards Selection Committee for the Academy of Inventors, 2009/2010 and 2010/2011.
- Invited panel reviewer for USF Florida Energy Systems Consortium (FESC) Grants, 2009 and 2010.
- Invited scientific mentor for research physicists in Radiation Oncology at the Moffitt Cancer and Research Center, Tampa, April 2008.
- Invited reviewer for 15 United States Physics departments, National Survey of Physics Doctoral Programs, National Research Council, USA, May 2007.
- Invited reviewer for Full Professor promotion, Department of Engineering Physics, Air Force Institute of Technology (AFIT), Ohio, May 2007.
- Invited reviewer, ENG Directorate of NSF (DMII), July 19, 2006.
- Invited reviewer and panelist for the Materials Processing and Manufacturing Program (MPM) proposals in the Division of Manufacturing and Industrial Innovation (DMIII) of the Engineering Directorate at the National Science Foundation, January 10, 2006.
- Invited continuing member in the search for physicists for Radiation Oncology at the Moffitt Cancer Research Center, and subsequently member of the Medical Physics Program Leaders Committee, 2005-2013.
- Invited member in the search for a Physics Chief for the Radiation Oncology Division of the Moffitt Cancer Center, 2005-2006.
- Invited panel reviewer for the ENG Directorate of NSF (DMII), January 13, 2004.

- Invited by the Director of the Engineering Directorate at NSF to participate in a national panel on the feasibility of implementing a Nanoscale Experimentation and Testing Network (NEXT) on January 10, 2001. This panel was comprised of about a dozen experts from academia and industry and five NSF Program Directors, including the Director of the Engineering Directorate and the Director of DMII at NSF.
- Hosted a group of approximately 40 scientists comprising NSF grantees from across the nation and NSF Program Directors for an on-site tour of our research laboratories at USF on January 9, 2001.
- Invited reviewer on the CAREER Awards Panel, DMII, NSF, November 1, 2001.
- Invited reviewer CTS Division, NSF, March 14, 2000.
- Invited reviewer, ENG Directorate of NSF (DMII), June 7, 2000.
- Invited participant in an international "Workshop on Pulsed Laser Deposition" hosted by NIST and NRL on May 12-13, 1998, Arlington, Virginia.
- Invited panel reviewer for DMII in the Engineering Directorate of the National Science Foundation, December 10, 1997.
- Invited panel reviewer for the Division of Design, Manufacturing and Industrial Innovation (DMII) in the Engineering Directorate of the National Science Foundation, June 4-5, 1996.
- Invited proposal reviewer, National Science Foundation Small Business Innovation Research, October 1994.
- Reviewer for articles in scientific journals including Applied Physics Letters, Applied Optics, Optics Letters, Journal of Applied Physics, Journal of Crystal Growth and Materials Chemistry and Physics.



- Invited and volunteered as a science judge for the 39th Annual State Science and Engineering Fair of Florida on April 14, 1994, as well as other subsequent Science Fairs at the elementary school level.

## STATEMENT OF SERVICE AT USF

While serving on Committees at USF, I have enjoyed the opportunity to interact with colleagues, staff and students within the Physics Department, the College of Arts and Sciences, and the University. While learning a lot from these interactions, I have been involved in a variety of planning efforts at the University, College and Department level at USF through participation in many ad-hoc committees as well as membership in other standing committees at various levels. Some of these are indicated below:

### *University Committees / Service*

- USF College of Education Transformation and Implementation Committee, invited to serve by Provost Ralph Wilcox, 2017.
- Search Committee for Dean of the College of Education, USF, invited by Provost Ralph Wilcox, 2017.
- Lead, “Transforming Graduate Admissions at USF – an Archivum Platform”, assigned by Provost Ralph Wilcox, 2017-2018.
- USF Planning Team for “A New and Bright Future for the USF College of Education”, invited to serve by Provost Ralph Wilcox, 2016-2017.
- USF Faculty Senate Online Teaching Assessment Committee, invited by the USF Faculty Senate, 2015.
- USF Research Advisory Committee, invited to serve by Dr. Paul Sanberg, Senior Vice President for Research, Innovation and Economic Development, USF, 2015-Present.
- USF Programming Development Committee, USF Budget Re-organization Initiative, invited by President Judy Genshaft, 2013-2014.
- Search Committee for Dean of the College of Engineering, USF, invited by Provost Ralph Wilcox, 2013-2014.
- USF Compliance Committee, invited by the Office of Research and Innovation, USF, 2012-2013.
- USF World Incentivizing, Recognizing and Rewarding International Engagement (IRRIE) Workgroup, invited by Vice President Karen Holbrook, 2012-2013.
- USF 2013-2018 Strategic Planning Workgroup, invited by President Judy Genshaft, 2011-2012.
- Steering Committee for USF Visualization Center, invited by Vice Provost Graham Tobin, 2012-2014.
- Chair, Ad-hoc Faculty Ethics Panel, invited by Associate Provost Dr. Dwayne Smith,

2010.

- USF System Impactful Research, Economic Leadership and Community Engagement (IRELCE) Task Force, invited by President Judy Genshaft, 2010.
- Ad-hoc Committee to Review USF Tenure and Promotion Guidelines, selected by Provost Ralph Wilcox, 2010.
- Faculty Liason, Academic Campus Environment (ACE) Workgroup of the USF Board of Trustees, invited by Provost Ralph Wilcox, 2009-2011.
- Search Advisory Committee for USF Provost and Senior Vice President for Academic Affairs, invited by President Judy Genshaft, 2009.
- USF Faculty Senate By-Laws Subcommittee, invited by the USF Faculty Senate Executive Committee, 2008-2009.
- Search Advisory Committee for Associate Vice President for Research and Innovation, invited by Dr. Karen Holbrook, Vice President for Research and Innovation to Chair this national search, 2008-2009.
- USF Faculty Roles, Responsibilities and Rewards (FR<sup>3</sup>) Task Force, invited by Provost Ralph Wilcox, 2008-2009.
- USF Interdisciplinary Research Building (IDRB) Materials Research Facilities Build-out Advisory Committee, appointed by Dr. Karen Holbrook, Vice President for Research, and Dr. Ralph Wilcox, Provost, USF, 2008-2011.
- Provost's Advisory Group on Principles and Procedures for Changes in Academic Structure, invited by Provost Ralph Wilcox to this four-member group, 2008.
- USF Budget Priorities Advisory Taskforce, invited by Provost Renu Khator, 2007-2008.
- USF Budget Priorities Advisory Taskforce Subcommittee on the College of Marine Sciences, invited to chair this subcommittee by Interim Provost Ralph Wilcox, 2008.
- USF Travel Faculty Focus Group, 2007.
- USF Focus Group Concerning Campus Safety, invited by the USF Provost's Office, 2007.
- USF Nanotechnology and Nanomaterials Research Center (NNRC) Steering Committee, invited by College of Engineering Dean John Wiencek, 2007.
- Interdisciplinary Science Teaching and Research (ISA) Building Committee, appointed by the Provost, 2006-2011.
- ISA Architect Selection Committee, 2007.
- ISA Construction Manager (CM) Selection Committee, 2007.
- USF Functional Multiscale Materials by Design (FMMD) Initiative, invited by USF Graduate School Dean Delcie Durham to co-Chair the conception and administration

of this \$2M USF research program, 2006-2008.

- USF Faculty Senate Executive Committee, elected by members of the USF Faculty Senate, 2006-2007.
- USF Faculty Senate, elected to a three-year term as a Senator, 2006-2009.
- Provost's Budget Faculty Advisory Committee, appointed by the Provost on the recommendation of the USF Faculty Senate, 2004-2005.
- USF Council of Chairs, ex-officio, convened by the Provost, USF, 2003- 2015.
- USF Nanotechnology Facilities Planning Steering Committee, appointed by the Provost, 2001-2003.
- National Science Foundation Engineering Research Center Proposal Steering Committee, invited by the Dean, College of Engineering, 2002-2003.
- University Graduate Program Directors' Committee, ex-officio as Director of Graduate Studies, Physics, 1997-2002.
- USF Diversity Task Force, invited by the Provost, March 2000 – 2001.
- University Advisory Workgroup on Enhancing the Recruitment and Retention of Underrepresented Faculty and Staff, invited by the Dean of CAS to represent CAS at the request of the Associate Vice President for Diversity Initiatives, 2000-2001.
- Faculty Search Committee, Center for Microelectronics Research (CMR), College of Engineering, invited by the Director of CMR, 2000-2001.
- Lucent / USF Fellowship Evaluation Committee, invited by the Director of the Center for Microelectronics Research (CMR), May 2000.
- Participant in the OPPAGA (Office of Program Policy Analysis and Government Accountability) site visit at USF, invited by the Provost, February 1999.
- Taskforce on Liberal Arts Education at USF, Chair, Science Subcommittee, invited by the Provost, September 1998 - February 1999.
- Participant, Lucent/I-4 meetings, invited by the Director of CMR, College of Engineering, Fall 1998.
- Ad hoc Faculty Senate Committee on Tenure and Promotion Guidelines, invited by the President of the Faculty Senate, December 1994 - February 1995.

#### **College of Arts and Sciences (CAS) Committees / Service**

- CAS Distinguished University Professor Review Committee, invited to serve on three-member committee by CAS Associate Dean Elizabeth Bell, 2016.
- CMMB Full Professor Promotion Committee, invited by CMMB Chair Dr. James Garey, 2015.

- CAS T&P Procedures Revision Committee, invited to serve by CAS Associate Dean Elizabeth Bell, 2015.
- New CAS Chairs' Orientation, co-Chair with Prof. Hunt Hawkins (English Chair), invited by Dean Eric Eisenberg, CAS, 2013.
- CAS SNSM Computer Modeling Faculty Search Committee, search for six faculty positions, appointed by CAS Dean's Office, 2012-2013.
- CAS SNSM STEM Education Faculty Search Committee, search for four faculty positions, appointed by CAS Dean's Office, 2012-2013.
- CAS Distinguished University Professor Review Committee, invited to serve on three-member committee by CAS Associate Dean John Cochran, 2011.
- CAS Staff Performance Bonus Plan (PBP) Review Committee, invited by CAS Dean's Office, 2010.
- CAS Council of Chairs Steering Committee, appointed by CAS Dean Dr. Eric Eisenberg, 2010-2011.
- CAS Council of School of Natural Sciences and Mathematics (SNSM) Chairs, ex-officio, 2008-2015.
- CAS Distinguished University Professor Nomination Committee, invited to serve on three-member committee by CAS Associate Dean John Cochran, 2008.
- CAS Council of Chairs' Steering Committee, invited by Dean Eric Eisenberg to represent the School of Natural Sciences and Mathematics regarding School and CAS governance, 2008.
- CAS Biology Department Reorganization Steering Committee, appointed by CAS Dean Eric Eisenberg, 2006-2007.
- CAS Area Representative for the USF Faculty and Staff Campaign, 2006.
- College of Arts and Sciences Staff Performance Bonus Program Selection Committee, appointed by the College Dean John Skvoretz, 2005.
- College of Arts and Sciences Chairs' Steering Committee, elected by the CAS Council of Chairs, 2004-2007.
- CAS Council of Chairs, ex-officio, convened by the Dean, College of Arts and Sciences, 2003-2015.

- College of Arts and Sciences Tenure and Promotion Committee, 2001-2003.
- College of Arts and Sciences Research Advisory Council, 2001-2002.
- College of Arts and Sciences in 2010 (Chair, Quality Subcommittee), November 1998 – 2000.
- Philosophy Faculty Search Committee, invited by the Chair, Department of Philosophy, CAS, 2000-2001.
- Geology Faculty Search Committee, invited by the Chair, Department of Geology, CAS, 2000.
- CAS Salary Equity Appeals Committee, invited by the CAS Dean's Office, 1998-1999.
- College of Arts and Sciences Advisory Council, 1996 - 1998.
- Geology Faculty Search Committee, invited by the Chair, Department of Geology, 1995.
- Faculty Development Committee, College of Arts and Sciences, USF, 1993-1995.
- CAS Teaching Incentive Program (TIP) Review Committee, 1994 - 1995.
- CAS Statistical Research Associate Search Committee, 1994
- Academic Computing Committee, College of Arts and Sciences, 1992- 1994.
- CAS Environmental Science Planning Committee, 1993 – 1994.
- CAS Liberal Studies Advisor, since 1993.

#### *Physics Department Committees / Service*

- Physics Faculty Advisory Committee, elected by the Physics Faculty, 2016-2017.
- Physics Faculty Search Committee at the Assistant / Associate Professor level in Soft Condensed Matter / Biophysics, 2016-2017.
- Physics Faculty Advisory Committee, elected by the Physics Faculty, 1999-2003.
- Physics Faculty Advisory Committee, elected by the Physics Faculty, 1994-1997, Chair (1997); drafted and worked on the adoption of the Physics Faculty Governance Document, 1996.
- Director of Graduate Studies, Department of Physics, 1997-2002.
- Physics Faculty Search Committees in Materials Physics and Biomedical Physics, Chair, 2002-2003.
- Physics Faculty Search Committees in Materials Physics and Biomedical Physics,

Chair, 2001-2002.

- Physics Faculty Search Committees in Materials Physics and Biomedical Physics, Chair, 2000-2001.
- Physics Faculty Search Committee in Materials Physics, Chair, 1999-2000.
- Physics Graduate Committee, Fall 1996 – 2002, Chair, 1997-2002.
- Physics Ph. D. Pre-proposal Committee, September 1998- February 1999.
- Physics Faculty Search Committee, Chair, 1997-1998.
- Development of a Dual M.S. Degree Program, Fall 1996.
- Committee on Graduate Admissions, Department of Physics, 1995 - 1996.
- Educational Policy Committee, Department of Physics, 1993-1996.
- Physics TIP Evaluation Committee, 1995.

### **COURSES TAUGHT**

General Physics I & II (both algebra- and calculus-based)	(2000 level)
Modern Physics (relativity and quantum mechanics)	(3000 level)
Applications of Physics to Biology and Medicine I & II	(4000 level)
Solid State Physics I & II	(5000/6000 level)
Lasers and Applications	(6000 level)

## **CURRICULUM AND PROGRAM DEVELOPMENT**

- Received \$180,000 in funding from alumnus Mr. Roy Jewell to endow the Emory H. and Barbara P. Jewell Award for Faculty Excellence in perpetuity at the Department of Physics at USF, 2012.
- Led the planning and the coordination of the move of the Department of Physics teaching and research facilities from the PHY building to the new seven-story Interdisciplinary Sciences (ISA) building in Fall 2011.
- Obtained seed funding of \$500K from the Florida State University System Board of Governors and led the establishment of the Florida Cluster for Advanced Smart Sensing Technologies (FCASST) in the Department of Physics at USF. FCASST is a collaborative research cluster with the Materials Science and Engineering Department at the University of Florida at Gainesville.
- Coordinated the conception of the School of Natural Sciences and Mathematics (SNSM) in the College of Arts and Sciences at USF in 2008. Participated in the subsequent development of governance and research clusters in SNSM, 2008-2015.
- Developed and implemented a plan for the successful transfer of Astronomy from the Mathematics Department to the Physics Department at USF in 2008, and led subsequent program growth.
- Obtained Federal funding and led the establishment of the Center for Integrated Functional Materials (CIFM) in the Department of Physics at USF, 2007.
- Participated in the development of the blueprint for the \$90M Interdisciplinary Sciences Building at USF in 2006.
- Developed and implemented an Eminent Scholar Program in the Physics Department at USF in 2006/2007. Recruited 1973 Physics Nobel Laureate Prof. Ivar Giaever as our first Eminent Scholar.
- Developed and initiated a new graduate course titled “Advances in Pure and Applied Physics” in Spring 2007. This course was designed to bring the excitement of discovery and innovation in physics from pioneers who have helped shape the field. The course was designed as the educational component of the Eminent Scholar Program in the Physics Department at USF.



- Initiated, as Physics Chair, a new undergraduate course into the Physics curriculum for majors in “Mathematical Methods” in Fall 2006.
- Conceived and established the Facility for the Optical Characterization of Materials (FOCM) in the Department of Physics at USF, 2006.
- Developed and implemented the formation of a three-member external Physics Executive Advisory Board chaired by Physics Nobel Laureate Ivar Giaever in 2004.
- Obtained funding for and established the Physics Materials Diagnostic Facility (PMDF) in the Physics Department at USF, 2003.
- Developed and taught a new two-semester, eight credit hour sequence in “Applications of Physics to Biology and Medicine” for non-physics majors, Fall 2002 to Spring 2003.
- Developed a new minor in Biomedical Physics, including two new courses PHZ 4731 and PHZ 4732 (Applications of Physics to Biology and Medicine I and II, respectively), 2003.
- Implemented the recruitment of graduate students and programmatic development for our new doctoral program in Applied Physics as Director of Graduate Studies from 1997-2002.
- Proposed a Duckwall Foundation Practicum Grant resulting in an endowment of \$200,000 from the Foundation, which, along with the \$100,000 match from the State will provide industrial practicum funding for our graduate students in perpetuity, March 2000.
- Developed a blueprint for our Ph.D. proposal in Applied Physics, September 1998-February 1999.
- Developed and implemented a dual M.S. degree program in Physics and Electrical Engineering, Fall 1996.