Dr. Andrew Michael Cohill is the President and CEO of Design Nine. He is a broadband architect with an extensive background in open access broadband network design and broadband planning. Cohill has been helping communities develop effective broadband strategies since 1993, when he began directing the start of the Blacksburg Electronic Village, the world's first Internet-based community broadband project. Cohill has an international reputation for his work advising communities on broadband and telecommunications issues. In the United States, he has worked with clients across the country, with recent work in Minnesota, South Carolina, New Hampshire, Virginia, Illinois, New Mexico, Louisiana, Pennsylvania, and Texas, and is currently working on broadband feasibility studies and on the design and engineering of fiber build-outs in eight states. Design Nine has guided the development of groundbreaking open access networks in the U.S., including nDanville (www.ndanville.net), The Wired Road (www.thewiredroad.net), and Palm Coast FiberNET (www.ci.palm-coast.fl.us/PalmCoastFiberNET).

Advanced education and training in architecture, computer science, and ergonomics, along with more than thirty years experience in business, academia, and the telecommunications industry enables him to develop creative and fresh solutions to community challenges and opportunities. He has worked for both large and small businesses, and in the eighties worked for AT&T on a variety of telecommunications and technology projects. He founded Design Nine in 1987 to provide technology advice and services to communities, government, and businesses.

- He is a widely published writer, and author and co-editor of the popular book about Blacksburg (*Community Networks: Lessons learned from Blacksburg, Virginia*). His numerous papers and reports are widely circulated, and his technology news blog (www.designnine.com/news) has thousands of readers per month. He is a popular speaker on community broadband issues, economic development, and technology because of his clear explanations, shrewd insights, and engaging manner.
- Cohill is an adjunct faculty member of the Urban Planning department at Virginia Tech and teaches a graduate class on broadband planning.
- Cohill served four years on the Board of Directors of the Association For Community Networking (AFCN), and completed two terms as President of the AFCN.
- He has served on the Board of Directors of the Rural Telecommunications Congress. He has been on the Advisory Board of Communities of the Future since 1997, and works regularly with the COTF on joint projects.
- In 2000-2001, he designed, developed, and managed Hewlett-Packard's $15 million Digital Villages initiative. More than 220 communities submitted proposals that were reviewed and analyzed by Cohill and his project team.
- During 2000-2001, he was co-chair of the Virginia Governor's Task Force on eCommunities. The group published an extensive guide to broadband initiatives that was aimed primarily at small and rural communities.
- In 2001, he was one of small handful of technical experts asked to review and comment on the National Research Council's comprehensive study and book, Broadband: *Bringing Home the Bits*.

Steve Wengert

PROFESSIONAL EXPERIENCE

<u>UNIVERSITY OF NEW HAMPSHIRE, Durham, NH (2009-present)</u>

Telecommunications Project Manager
Managed the implementation of IT-wide, university-wide, and university system-wide cyber infrastructure information technology projects. These major projects crossed CIS and departmental barriers and involved major areas of the university the university system and third party partners throughout the state, including Department of Resources and Economic Developement (DRED), New Hampshire Public Television (NHPTV) and the New Hampshire State Police(NHSP). In this role I applied and utilized the best practices associated with the PMBOK Guide, to assure outcomes that fulfill project goals within time and budget parameters. The largest and widest spreading project was developing and implementing a state wide Fiber Optic, Microwave and Last Mile Wireless network to provide Broadband Access service to unserved and underserved area's of New Hampshire. Oversaw the project Installation and management of a Fiber Optic DWDM network encompassing the Mid and Western Portions of the state of New Hampshire, including Manchester, Plymouth, Hanover and Keene. Developed and prepared project plans, establishing and coordinating project teams to manage the planning and implementation process. Ensuring that the teams, steering committees and stockholders, were continually communicated with. Created partnerships with internal and external departments to ensure effective teamwork. This was accomplished by ensuring that the necessary resources were able to be allocated and utilized in the most efficeint manner. I also ensured that this project maintained an on time and on budget operation.

<u>ENABLENCE TECHNOLOGIES/PANNAWAY NETWORKS, Portsmouth, NH (2008-2009)</u>

Vice President Support & Professional Services
Spearheaded 25-member team of senior executives, managers, vendors, subcontractors, and support staff in overseeing multiple call centers. Reviewed project logistics and supervised financial management and budget allocation. Worked with staff in performing extensive contract review and analysis, financial modeling, process improvements, budgeting, and pricing to optimize efficiency of operations and continued company profitability. Ensured ongoing quality assurance and customer service by troubleshooting and prioritizing client concerns and engaging in economic and efficient problem resolutions. Conducted comprehensive market research and analysis and authored detailed and complex financial reports. Developed and implemented strategic and operational plans toward the development

of framework that integrates cross-functional teams. Benchmarked key performance indicators and major processes to move towards best practices and assured consistency of these indicators across the collaborative network.

KINGDOM ENTERPRISES, LLC, South Berwick, ME (2006-2009)

Principal
Participated in all aspects of business consulting for a wide spectrum of startup companies seeking to take their operations to the next level. Predominantly in the Telecommunications and high technology industries. Meet with clients to develop and implement goals and objectives. Modified and updated weekly schedules, tracked project progression, prepared status reports, and promoted customer service. Liaison between management, staff, vendors, and subcontractors to provide updates regarding projects statuses, and determined whether change orders were necessary.

BAYRING COMMUNICATIONS – Portsmouth, NH (2000-2007)

Director of Operations
Spearheaded day-to-day operations for a global telecommunications company providing a wide array of IT and Telecomm services. Engaged in high-level financial analysis as well as modeling of revenue for various areas, with a focus on team leadership. Established the Provisioning, Dispatch, Trouble, Switching, Engineering and Network Operations departments. Collaborated with staff to develop and allocate annual budgets and quarterly forecasts. Developed and maintained processes and business plans to include all program requirements, labor hours, cycle, costs, and expenses. Provided input to the development of product strategy and R&D for new and emerging products and services. Established quality control standards, implemented budget and cost controls, and ensured timely completion of all established costs and delivery commitments.

MAINE ORNAMENTAL - Eliot, ME (1995-2000)

General Manager/CFO
Led 100+ employees and contractors across 3 manufacturing facilities in all aspects of sales, finance, production, and marketing, with customer interactions from fortune 500 and international companies. Managed recruiting and hiring needs; trained support staff and conducted periodic staff reviews to ensure critical compliance with applicable standards. Strategically planned and coordinated workflow to maximize use of resources while controlling costs and meeting company needs. Oversaw the growth and development of a Direct Sales Force as well as a national channel program, working with regional distributors and national Big Box organizations.

EDUCATION
Master of Business Administration - Southern NH University, Portsmouth, NH; *3.76 GPA*
Bachelor of Science - New Hampshire College, Portsmouth, NH; *Magna cum Laude*

SCOTT ANTHONY VALCOURT

Information Technology,
University of New Hampshire, Durham, NH 03824
(603) 862-4489, Fax: (603) 862-3710, scott.valcourt@unh.edu

PROFESSIONAL PREPARATION

- **BA in Computer Science with Mathematics Emphasis**, May 1992, *Saint Anselm College*, Manchester, New Hampshire,
- **MS in Computer Science**, May 1999, *University of New Hampshire*, Durham, New Hampshire,
- **Ph.D. in Engineering (Systems Design)**, Expected May 2011, *University of New Hampshire*, Durham, New Hampshire.

APPOINTMENTS

- **Director**, *Information Technology, University of New Hampshire*, September 2007 – present.
- **Adjunct Faculty**, *Computer Science* and *Computer Information Systems Departments, University of New Hampshire* and *University of New Hampshire at Manchester*, January 2004 – present. Taught undergraduate and graduate courses: CS620 Operating System Fundamentals, CS780 Computer Security, CIS615 Information Security and IT666 Computer Security.
- **Research Project Manager**, Founding Director, *Center for Software Systems, Computer Science Department, University of New Hampshire*, July 2005 – January 2008.
- **Managing Director**, *InterOperability Laboratory, Research Computing Center, University of New Hampshire*, July 1994 – July 2005.
- **Adjunct Faculty**, *Computer Science Department, Saint Anselm College*, January 2000 – June 2004. Taught undergraduate courses: CS01 Computers and Their Applications, CS07 COBOL Programming, CS33 Computer Networks, CS36 Operating Systems, and CS39 Artificial Intelligence.

PROFESSIONAL SERVICE

- Program Committee, TridentCom, 2007-2010.
- Reviewer for IEEE/ACM Trans. on Networking, 2008.
- General Chair, ISAS 2007, Durham, NH, May 2007.
- Industry Relations Chair/Organizing Committee, Technical Program Committee, Session Chair, COMNETS 2005, Boston, MA, October 2005.
- Exhibits Chair, MSAN 2005, Orlando, FL, June 2005.

HONORS AND AWARDS

- Named "One of the Fifty Most Powerful People in Networking", *NetworkWorld* Magazine, 2001.
- Inducted Member of the Circle of Excellence, Broadband Forum, Rome, ITALY, March 2002.

Katharine Bogle Shields

603.717.9110 (office)

PROFESSIONAL EXPERIENCE

<u>2006 – Present, Executive Director, New Hampshire Community Development Finance Authority</u>: With executive team manage day-to-day operations and with board of directors lead quasi-state agency in the effective and strategic deployment of an annual total of $34.0 million in grant, investment and financing resources for community development purposes including the expansion and enhancement of affordable housing, job creation and retention, revitalization of community centers, as examples. Current organizational focus areas:

- Plan and deliver the Neighborhood Stabilization Program, a foreclosure recovery program aimed at revitalizing neighborhoods with high foreclosure rates through concentrated investment.

- Implement comprehensive database to capture quantitative and qualitative performance information and increase efficiency in the grant-making and monitoring process through automation.

- Reorganize professional team to more effectively provide technical assistance and expand capacity for strategic investment planning.

<u>1996 – 2006, External Relations Manager and Vice- President for Community Reinvestment, Providian Financial</u>: Developed and implemented annual strategic investment plan for $5.0 million in corporate grants and up to $15.0 in community development investments in New Hampshire and the national market. Managed the Providian Child Care Initiative, a national program designed to create sustainable improvements in the early care and education system through increased access to affordable capital and deliberate and targeted grant-making. Worked with nationally recognized organizations such as NeighborWorks, the Opportunity Finance Network and the New Hampshire Community Loan Fund to expand resources and industry capacity in the areas of child care, financial literacy and community building. Oversaw NH government relations activities.

<u>1978 – 1996, Program Director, Community Action Program Belknap Merrimack Counties, Inc.</u>: Managed various health and social service programs - the Women's, Infants and Children's (WIC) supplemental nutrition program, family planning clinics, elder services, including Meals-on-Wheels, senior dining, and rural transportation.

<u>1973 – 1976, Video Producer, Continental Cablevision and the Alternate Media Center at New York University</u>.

CURRENT COMMUNITY INVOLVEMENT

Vice-chair, Northern New England Housing Investment Fund
Vice-chair, Early Learning New Hampshire
Board member, PlusTime NH
Treasurer, New Hampshire Preservation Alliance
Board member and past chair, Saint Joseph Community Services

EDUCATION

MBA, Whittemore School of Business Executive MBA Program, University of New Hampshire

BA, Colorado College (anthropology)

Joanna C. Young

Chief Information Officer, University of New Hampshire
Thompson Hall, Durham, NH 03824
Joanna.young@unh.edu

Areas of Expertise

- Applications Delivery
- Customer Support & Implementation

- General & Operations Management
- Vendor Management and Negotiations
- Corporate Philanthropy

- Product Lifecycle Management
- M&A (Integrations and Divestitures)
- Offshore and Outsource

Experience

University of New Hampshire, May 2009 - Present
Land-, sea-, and space-grant public university for undergraduate and graduate students

Chief Information Officer
Budget $30MM - $90MM. Serving UNH and University System of NH, faculty, staff, students. Accountable for all technology for UNH and enterprise technology for USNH.

- Accountable for applications and infrastructure supporting all university functions.
- Accountable for over $60MM of major state-wide programs, including distance learning, broadband expansion, student data warehouse.
- Accountable for technology programs with significant impact to university strategic plan, including leveraging of ERP to streamline back office functions and improvements in academic delivery through application of technology in the learning environment.
- Improvements include infrastructure consolidation through virtualization, introduction and implementation of project management practices to assist in improved delivery, increase in revenue through grant funding and market expansion, expansion of wireless network.

Liberty Mutual Group, November 1988 – April 2009
Fortune 100 diversified worldwide insurance services organization for commercial and personal customers

Chief Information Officer, Corporate Systems and Shared Services, January 2007 – April 2009
Budget $60MM. Customers 40K+, Personnel 300+, Outsourced Partnerships 50+

- Accountable for information technology supporting all corporate functions, including Legal, Financial, Compliance and Human Resources. Ownership of shared services, including business-to-business, and content & document management for the enterprise. Responsible for enterprise development services, including oversight of domestic and international development services.
- Implemented SOA-based enterprise services, saving $2MM/annually in development costs. Evaluated as "best in class" in SOA implementation in 3d party assessment, through applying business process design and test-driven development.
- Improved internal development services through Six Sigma techniques, improving hourly cost 40% and saving $2MM/annually. Implemented metrics and measures for outsourcers, introduced "global sourcing" to IT service provisioning.
- Condensed heterogeneous portfolio by applying virtualization techniques, driving per application maintenance down and enabling higher ratio of new development:maintenance. Integrated corporate applications during M&A activities.
- Improved reliability and availability across portfolio by increasing monitoring efficiency and effectiveness by 100%.
- Re-organized to service model vs. prior technology silos. Refreshed management through applying quantitative and qualitative measures. Incorporated Six Sigma processes. Applied entry-level hire program.

Vice President, Customer Support Services: May 2003 – January 2007

Budget $32MM, Personnel 187

- Accountable for technology customer support for all domestic business units.
- Achieved 99.9% reliability and availability.
- Conducted efficiency exercise that achieved $30M reduction (10%) in Infrastructure expense model
- Implemented end-end project management framework and dashboards that increased project accuracy and effectiveness by over 50%.
- Implemented successful vendor management team; saved 10% annually in vendor-purchased software and hardware through negotiations and ongoing vendor management.
- Moved 24x7x365 enterprise help desk from outsource to insource solution, enabling higher service levels and flexible service arrangements. Decreased run-rate by 20%.
- Implemented world-class security architecture, including anti-virus and anti-spam best technology and practices, through positive partnerships with multiple vendors. Implemented e-mail retention solution to ensure regulatory compliance.
- Managed multiple integrations, saving business units at least 20% each time by moving new customers to centralized data centers and infrastructure management model.

Operations Manager, Desktop Enterprise Support: 1998 – 2003

Budget $10M, Personnel 75

Managed support services during period of rapid growth from 21000 to over 30000 Liberty Mutual internal customers. Services included senior support, field and executive support, PC and printer deployment services, quality assurance.

- Grew support services department for Intel environment, after company migrated from Macintosh/terminal to Intel desktop environment, from a dozen technicians in one location to over 70 staff members across the US.
- Designed and implemented quality assurance process, including lab testing environment, to be used across enterprise with capacity for 1000+ application releases/year. Improved quality to 98.25%.
- Designed and implemented integrations processes for support services, enabling cost decreases and service improvements in support of M&A activities.
- Conducted turn-around on outsourced help desk & break-fix services through negotiations and vendor management. Customer satisfaction improved from 80-85% to consistently above 90%.

Project Manager, Desktop Migration Program: 1997 - 1998

Project manager for enterprise-wide Windows 95 training rollout for 20,000 personnel in 600+ offices in US and Canada during Liberty's migration from a Macintosh environment to a Windows/Intel environment. Managed $2M budget. Included curriculum design, intranet-based self service, vendor management, training room implementation and management. Required coordination between internal business client groups, multiple vendors and a variety of IT departments. Created modular curriculum to accommodate different needs of four strategic business units in both instructor-led and computer-based format. Trained 1000+ people a month over 2 years.

Technical Writer/Human Factors Analyst/Project Manager: 1988 - 1997

Had roles of increasing responsibility in application development teams, delivering solutions to internal client groups ranging in size from 100 - 5000. Customers included Commercial Markets Sales/Underwriting, Involuntary Markets, and Commercial Markets Claims. Accomplishments included producing training and documentation in a paper and on-line formats, design and implementation of computer-based tutorials, and user interface design for client/server applications. Also conducted training and implementation tasks in field offices.

Education and Professional

University of New Hampshire, Bachelor of Science, Business Administration, 1987

- Operating for Competitive Advantage, Liberty Mutual, 2005
- AICPCU Insurance Executive Program, Wharton School @ University of Pennsylvania, 2004
- Gaining Competitive Advantage, Liberty Mutual, 2003

- Board Member, Big Brother/Big Sister of Seacoast NH
- Regular speaker at Boston and Seacoast NH-area universities and technical forums
- Expert on MeetTheBoss.com, Speaker at InterOp 2008
- Dual US and European Union citizenship

DOUGLAS EMBREE GREEN

Information Technology,
University of New Hampshire, Durham, NH 03824
(603) 862-4921, Fax: (603) 862-4545, doug.green@unh.edu

PROFESSIONAL PREPARATION

- **BS in Electrical Engineering**, 1985, *University of Bridgeport*, Bridgeport Connecticut
  - President Tau Alpha Pi Honor Society

APPOINTMENTS

- **Manager/Architect, Networks and Network Security,** *Information Technology, University of New Hampshire*, 1999 – present.
  - Design and operate networks for the University of New Hampshire (LAN); University System (WAN); Granite State Distance Learning Network (outreach WAN – K-12, Libraries, health organizations, and public safety organizations); Community College System of New Hampshire, and manage feeds for Internet & Internet2
  - Design and operate campus-wide IT security hardware and software systems for UNH, and secure private internal UNH networks for: HR, Finance, PD, FD, Box Office, Dining, Housing, and others
  - Lectures and training in IT Security, networking, WAN technology, WiFi, IP Telephony, and video-conferencing.
  - Strategic Planning
- **Manager/Architect , Wide Area Networks,** *University System of New Hampshire 1996-1999*
- **Director, WAN Product Development & Engineering,** *Telebit/Octocom Corporation, Chelmsford Massachusetts 1991-1996*
- **Project Engineer,** *Octocom Systems, Wilmington Massachusetts 1985-1991 – design analog and digital ASICs and systems*
- **Engineer** *General Data Comm, Middlebury Connecticut 1982-1985 – analog and digital hardware design*

PATENTS

- US PATENT #112025-0036 Modem with Integrated Control Processor and Signal Processor Sessions

PROFESSIONAL SERVICE

- **Enterprise Architecture Committee** – *University System of New Hampshire*, 2007-present
- **IT Security Committee** – *University System of New Hampshire*, 2006-present – IT Security policy development, and IT Security technology design and planning.
- **Chair, Techtel Committee** – *University System of New Hampshire*, 2000-present - intercampus telecommunications and technology planning committee and working group.

Deborah L. Bronson

(603) 862-0584 *work · deb.bronson@unh.edu*

SUMMARY

Results-oriented professional skilled in financial management, strategic planning, teaching and building partnerships. Excellent communicator, team builder and fact-based problem solver.

KEY STRENGTHS

Financial Analysis & Management	Forecasting Financial Position
Teaching, Motivating & Developing People	Team Building
Cash Management	Integrity
Collaborative Leadership	Relationship Building
Strategic Planning	Problem Solving

PROFESSIONAL EXPERIENCE

The University of New Hampshire Durham, NH   2005-Present
Director for Finance & Planning, Information Technology (IT)

- Integral member of the IT Senior Leadership Team in planning strategic, financial and technical directions, evaluating resource requirements and feasibility of major projects and initiatives, providing financial analysis, resolving critical issues, creating policy, and promoting collaboration.
- Coordinate planning efforts for strategic plan development and implementation.
- Oversee division's financial performance, financial reporting and allocation of resources.
- Direct the management of the IT Business Service Center to excel in effective operations and quality customer service.
- Provide human resource management support internal to division.

The University of New Hampshire Durham, NH   1996-2005
Director for Finance & Administration, Health Services

- Integral member of the Health Services Senior Leadership Team in directing financial management, planning, reporting, information technology systems, insurance contracts and billing, accounts receivable and medical records.
- Served as HIPPA Privacy Officer. Researched new legislation, developed policies, modified systems, educated staff to bring Health Services into compliance.
- Provided leadership and guidance to managers in budget development and management.
- Analyzed, identified and diagnosed deficiencies in operations and sourced solutions.
- Devised and negotiated proposals, contracts and leases.

Pike Industries, Inc. Tilton, NH

Wholly Owned Subsidiary of CRH, plc   1986-1995

VP of Finance/CFO

- Directed financial, treasury, accounting, and information technology functions of this $100 million manufacturing and construction company.
- Managed the accounting, credit, information system and human resource staff of 20 employees.
- Prepared analysis and presentation of operating results/financial statements to parent company, bonding companies and audit firm.
- Established an effective cash flow management program which provided the company with increased purchasing power.
- Organized and directed a Pension Committee to fulfill the fiduciary responsibility and to continuously improve upon the company's Pension and 401k Plans.
- Supervised Risk Manger on insurance claims, closely monitoring workers compensation cases. Realized substantial savings by conducting thorough review of all retro claims.
- Directed division managers in monthly production cost analysis, job cost analysis, inventory management and divisional profit and loss review.
- Prepared capital expenditure proposals. Negotiated contracts and leases.

The Harvard Group Merrimack, NH   1985-1986

Accounting Manager

- Managed accounting for this real estate development firm through financial statements and audits.

Property Management Caribbean, Inc. St. Thomas, USVI   1983-1985

Assistant Controller

State Street Bank & Trust Company Boston, MA   1981-1983

Trust Investment s Administrator, Personal Trust Division

TEACHING EXPERIENCE

- **University of New Hampshire WSBE,** Financial Management, Managerial Accounting

- **New England College,** Financial Management

- **College for Lifelong Learning,** Financial Management

EDUCATION

University of New Hampshire Whittemore School of Business and Economics   1997

- MBA Executive Program, Class Marshall, GPA 3.96

Salem State College   1981

- BS Business Education, *summa cum laude*, GPA 3.89, Phi Kappa Phi

Carol Miller
Director of Broadband Technology
172 Pembroke Rd
PO Box 1856
Concord NH 03302-1856

603-271-2341 x138

Carol Miller

Current Position

Director of Broadband Technology, Division of Economic Development, Department of Resource and Economic Development, State of New Hampshire

Experience

2009 - Present   Director of Broadband Technology   Concord NH

Director

- Facilitate Broadband Initiatives in behalf of the State of NH.
- Coordinate state telecommunications policy planning by serving on the telecommunications planning and development advisory committee.
- Work with recruitment efforts of the Department of Resources and Economic Development.
- Seek resources such as grants from government and nonprofit entities.
- Develop and implement high technology development plan for the state and coordinate with partners throughout the state.
- Serve as a resource for state policy makers to develop policies geared toward increasing high technology jobs and promoting development of a high technology workforce.
-

1995–2009   NCIA   Berlin, NH

Vice President and Fiscal Director

- Oversee business administration, personnel, and retail center.
- Responsible for Accounting of Corporation.
- Prepares fiscal applications for funding sources
- Manage school e-rate funding
- Resolve vendor billing issues and credits for enterprise accounts
- Community Liason and Advocate

Sales-Manager

- Sales for Networks, Computers, and Internet Access
- Responsible for Internet Sales and Installations
- Working with customers to find cost effective technology solutions
- Oversee Sales Representatives
- Review quotes for computer and network hardware

1990–2009   WMCC-Berlin   Berlin NH

Adjunct Faculty

- Instructor for a 2 week Basic Computer Course
- Instructor for a 6 week Quickbooks Computer Course

On-Air Personality
- Jazz and Big Band Show on Saturday mornings 9am – 12noon
- Familiar with Electronic Audio Equipment and Radio Formats
- Write and record commercials
- Live Remotes for commercial business

Education

1989–1990	WMCC-Berlin	Berlin, NH

- Associates in Business Management and Accounting
- Graduated High Honors

Affiliations

AVER, Androscoggin Valley Economic Recovery Corporation Chairperson since 2007. Technology Task Force Chair for the valley.

North Country Representative to the State of NH Telecommunications Advisory Board under the Department of Resource and Economic Development.

United Way Volunteer, RSVP Tri-County CAP Volunteer, Member and Voluntee of 3 Northern NH Chambers of Commerce.

President of (NHISPA) New Hampshire Internet Service Providers Association since 1999 and interested party in NH PUC Policy and FCC Policy regarding Telecommunications. Intervenor in many dockets since 1999.

North Country Board Member for New Hampshire Charitable Foundation based i Concord NH

GRS Cooperative School Board Member
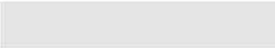
BRIAN T. SHEPPERD
146 Concord Road
Lee, NH 03861
(603) 868-4361 (W)

EXPERIENCE: **New Hampshire Public Television, Durham, NH**
8/01 - Present   CHIEF TECHNOLOGY OFFICER
- Responsible for $1.8M annual operating budget and all capital budgets and equipment grants. Direct/coordinate the efforts of fourteen Broadcast Engineers and Information Technology technicians through their respective supervisors.
- Serve as a senior NHPTV manager participating in all long-range planning
- Advise staff and other departments on overall planning and coordination of all internal and external functions of the broadcast and IT network.
- Supervise and maintain engineering records and files to assure compliance with all FCC requirements.
- Participate and represent NHPTV in technological relationships with other state, regional and national technical groups, including broadcast networks, stations, cable companies, communications and microwave systems, technical planning groups and in-state school systems.
- Supervise and prepare applications and specifications for purchase of equipment in compliance with Federal grants and State capital equipment appropriations.

6/90 – 8/01   CHIEF ENGINEER, STUDIO OPERATIONS
3/85 - 6/90   PLANNING AND STANDARDS ENGINEER
3/82 - 3/85   STUDIO TECHNICIAN II

4/81 - 3/82   **Power Electronics Corporation, Rochester, NH**
ELECTRONIC TECHNICIAN/TEST LAB SUPERVISOR

4/77 - 4/81   **United States Air Force**
AVIONIC INSTRUMENT SYSTEMS SPECIALIST

6/72 - 3/77   **Sawyers Incorporated, Dover, NH**
SALES CLERK/DEPARTMENT MANAGER/SERVICE TECHNICIAN

EDUCATION: **University of New Hampshire, Durham, NH**
BS Electrical Engineering; Computer Engineering - Dec 91
Associates in Pre-Engineering & Physical Science - Sept 88

REFERENCES: Performance evaluations and personal references available upon request.

AFFILIATIONS: Member of Chapter 110, Society of Broadcast Engineers (SBE)
SBE Certified Professional Broadcast Engineer
Board of Governors, WUNH-FM Radio Station

ALICE M. VEENSTRA
121 Morrill Road
Canterbury, NH 03224
(w) 603-717-9123 email: AVeenstra@nhcdfa.org

OVERVIEW OF EXPERIENCE:
- Underwriting and grant administration: 5 years, 300 applications for funding or certification, $45 million in grants, loans, and equity investments awarded and $50 million in tax credits granted.
- Developed and managed a new grant program to create Native CDFIs that resulted in an eight-fold increase in the number of certified Native CDFIs.
- Contract administration: 5 years, 35 contracts, totaling $30 million.
- 9 years of banking and community development policy experience.
- 4 years of supervisory experience and 2 additional years of experience coordinating the work of other staff.
- Promoted five times from GS-9 to GS-15.

New Hampshire CDFA, Concord, NH
Chief Community Development Officer – Nov. 2008 – present
Manages all of CDFA's programs: Community Development Block Grant Program (CDBG), Community Development Investment Program (CDIP) a state community development tax credit program, and a gap financing loan program. Also, developed and administer the Neighborhood Stabilization Program, a new HUD funded program to help communities recover properties under foreclosure and abandonment. Total funding this year will be $35 million. Total active grants and loans under management: 150.

HUD (*US Department of Housing and Urban Development) Office of Native American Programs*
Director of Headquarters Operations – June 2006 – Oct. 2008
Responsible for the efficient operation of the headquarters office, contract management, personnel (hiring), and training administration for 175 staff in seven offices nationwide. Supervised team of four employees.
- Developed creative solutions for addressing problem employees.
- Oversaw largest round of hiring in ONAP history (50 hires in one year).
- Oversaw 30 contracts totaling $20 million.

***CDFI Fund** (Community Development Financial Institutions Fund) -US Department of the Treasury*
Program and Financial Advisor - June 2004 to June 2006
Program and Financial Analyst - July 2000 to June 2004
- *Program Management* – Administered two grant programs: 1) the *Native American CDFI Assistance(NACA)Program,* a grant program providing financial and technical assistance, and operating grants to Tribes, Tribal Housing Authorities, Native CDFIs and other Native organizations to encourage the creation and strengthening of CDFIs to serve Native Communities; and 2) the *Bank Enterprise Awards Program,* a grant program that encourages commercial banks to increase their activities in low-income communities. Trained new employees and coordinated the work of other employees. Lead the team that developed the application and other funding documents, reviewed and ranked the applications, made the awards, and provided debriefings to unsuccessful applicants. Hired and trained contractors to assist with review and ranking of applications.
- *Program Development*: Worked with senior management to develop a new grant program (NACA). Developed program materials: notice of funds availability, application materials, and presentation materials. Successfully shepherded program materials through internal and external review processes (including OMB). Trained co-workers to review applications for new program. Expanded program to provide financial assistance and operating grants.
- *Underwriting*: Underwrote, approved, or declined 255 applications for funding or certification.
  - ➢ Underwrote over **140 applications** to all of the Fund's grant and tax credit programs

totaling **$35 million in grants and loans and $50 million in tax credits**: Core/FA, SECA/TA (Small and Emerging), NACTA/NATA/NACD (Native American TA), NACA (Native FA), Bank Enterprise Awards, and New Markets Tax Credit Programs.
  - ➢ Performed administrative reviews on 100 additional applications totaling another $10 million.
  - ➢ Reviewed and approved or declined 85 applications for CDFI Fund certification as a CDFI or CDE.
  - ➢ Recommended funding amounts ranging from $30,000 to $2 million, to senior staff and management. Closed successful awards – negotiated performance measures with applicants.
  - ➢ Gave debriefings to over 50 unsuccessful applicants.
- *Contract Administration and Development* – Developed and co-managed four contracts worth $9 million to provide technical assistance and training to Native organizations developing CDFIs and IDA programs and to distributing financial literacy training materials that are Native-centric.
- *Outreach*: Prepared and delivered 15 – 20 presentations to the public about the Fund and its programs in person and by video-teleconference.
- *Research – Native American Lending Study*: Worked with team to conduct and write a two-year long study of barriers to lending and investment in Native American, Alaska Native, and Native Hawaiian communities. Created a system to rank order barriers identified by participants in 14 Lending Study workshops. The top fifteen barriers identified by my system became the organizational foundation of the report on the study. Co-managed contract value of $700,000.

Accomplishments:
- Award for being Top Producer for Fiscal Year 2002. (Award not offered in later years)

Office of Management & Budget *(Executive Office of the President)* Washington, D.C.
Program Examiner Feb. 1997 - July 2000
Researched and developed memos and papers for senior Administration officials on legislative, policy, and budget issues related to community development, banking, thrifts and credit unions. Tracked major legislation: Financial Modernization bill (Gramm Leach Bliley Act), Credit Union Membership Access Act, and Bankruptcy Reform bills. Worked with senior officials from the White House Policy Councils, the Departments of Treasury, Justice, and Commerce, and the Federal Financial Regulators to develop Administration policy, initiatives, and political strategy. Estimated budget impact of legislative proposals and prepared the President's budget and supporting policy justification for the CDFI Fund (a Presidential Priority program) and the Regulatory Agencies (FDIC, FHFB, FRB, NCUA, OCC, and OTS). Wrote policy papers with cross-cutting teams of examiners.
Accomplishments:
- Worked with agency management to improve tracking of impact data that will increase Congressional support for a newly created agency (CDFI Fund).
- Lead effort to improve career opportunities for administrative staff as part of the agency's Diversity Council.

Town of Provincetown, Assistant Town Manager Provincetown, MA June - Nov. 1996
Managed consultants, supervisory, professional, and clerical staff. Worked with local business people to diversify economy and develop year-round employment opportunities for residents. Worked with local and state planning efforts to redevelop Harbor front and municipal pier.

Mass. Technology Collaborative, Research Associate Westborough, MA June 1995–May 1996
State quasi-public economic development agency focusing on high-tech industries. Researched economic development initiatives in other states.

Curriculum Vitae
Thomas L. Franke

Business: (603) 862-0914
Business e-mail: tom.franke@usnh.edu

Summary

- ❖ *Experienced higher ed Chief Information Officer and academic administrator*
- ❖ *Extensive experience leading academic, technology, and student services projects*
- ❖ *Experienced teacher with excellent presentation skills, both in writing and in-person*
- ❖ *Understanding of curricular and instructional issues in higher education*
- ❖ *Knowledge of higher education's information needs and the technological and organizational challenges in meeting them*

Education

Ph.D.   University of Maryland. Major: English-Education, 1980
        Dissertation: "Effects of Transformational Grammar Study and Sentence Combining Practice on the Use of Syntactic Strategies in the Writing and Reading of College Freshmen"

M.Ed.   Frostburg State College. Major: Reading, 1975
        Thesis: "Reading and Writing Skills for Marginal College Students: An Integrated Approach"

M.A.   Wayne State University. Major: English, 1972
        Thesis: "Richard Wright: Conflicting Tendencies of Nationalism and Communism"

A.B.   Columbia College of Columbia University. Major: English and Comparative Literature, 1970

Information Technology Experience

➢ **Chief Information Officer, University System of New Hampshire (2008-present)**

Regular responsibilities include developing and administering USNH Long Range Technology Plan, chairing USNH CIO Council and USNH Information Security Committee, developing system-wide consensus for IT initiatives, assuring the effective implementation and strategic development of USNH-wide information systems and network services.

Special projects include leading USNH support for state-wide multi-million dollar proposal for broadband network under the economic stimulus plan; leading USNH collaborations with University of Vermont, Dartmouth, University of Maine System, and the Northeast Education and Research Network to develop high-speed research networking capacity in northern New England; proposing and supporting a project for *Enhancing USNH Courses with Rich Media Resources.*

Assistant VP for Information Technology/Chief Information Officer (2005-2009)
University of New Hampshire, Durham, New Hampshire

Regular responsibilities include serving on President's Staff, managing university information technology resources, including services provided to the University System of New Hampshire,

developing and administering IT policies, leading IT governance system, and developing strategic and operational plans for effective technology systems for both academic and administrative uses.

Special projects include developing the first UNH Technology Master Plan, designing and implementing a newIT governance system, increasing resources for academic computing, initiating sustainability practices in computing.

➢ **Senior Research Fellow** (2005)
University of North Carolina, Chapel Hill, North Carolina

Recently named as the first Information Technology Research Fellow with the University of North Carolina Office of the President (April 1-June 30, 2005) to conduct research projects in the areas of digital identity management, shared/hosted IT infrastructures for e-learning programs, and Internet 2 resources for education.

➢ **Chief Information Officer** (2002-2005)
Western Carolina University, Cullowhee, North Carolina

Regular responsibilities include serving on Chancellor's Executive Team, managing university information technology (IT) assets (including budget and staffing), developing and administering IT policies, leading IT governance system, representing IT at Board of Trustees meetings, and participating in University of North Carolina System CIO planning activities.

Special projects include developing strategic technology planning process, planning and implementing an IT Division to consolidate and strengthen resources and services, establishing IT governance system, implementing new IT purchasing procedures (over $600,000 savings in two years), implementing help desk system, planning transition from SCT Plus to SCT Banner systems, leading selection of course management system, representing university at Governor's Committee, and designing university IT infrastructure plan.

➢ **Vice President of Information Technology and Research** (1999-2002)
➢ **Dean of Information Technology and Planning** (1994-1999)
  (Note: These positions were substantively the same. A reorganization shifted reporting from the Executive VP & Provost to the President, with a corresponding title change.)
Lansing Community College, Lansing, Michigan

Regular responsibilities included serving on President's Executive Team; preparing reports and recommendations for Board of Trustees; managing $14 million technology migration budget and $4 million operational budget; supervising staff of ten directors (line responsibility for 60 technical staff); ensuring reliability of college-wide voice, video, and data networks; meeting federal and state reporting requirements; providing research and planning support for enrollment management, program review, and outcomes assessment; and representing the College on the Michigan Community College Data and Evaluation Committee.

Special projects included *planning and implementing* all of the following: a technology migration from mainframe to client-server based infrastructure, new enterprise-wide software systems (from legacy mainframe systems to SCT Banner), campus-wide voice/video/data networks, a new technology and learning center, reorganization of IT division, a new strategic technology plan, a project plan for college-wide restructuring, an enterprise data warehouse, and technology support for Michigan's first virtual associate's degree.

➢ **Dean of Institutional Research and Planning** (1993-94)
Lansing Community College, Lansing, Michigan

Regular responsibilities included serving on President's Executive Team; preparing reports and recommendations for Board of Trustees; meeting federal and state reporting requirements; and providing research and planning support for enrollment management, program review, and outcomes assessment.

Special projects included planning a new technology and learning center, providing data requirements for North Central Association accreditation report and on-site visit, managing a project plan for college-wide restructuring, developing an interim data store for strategic reporting, and supporting development and implementation of Title 3 grant project for basic skills assessment.

Academic Experience

➢ **Acting Vice President for Academic and Student Affairs** (1992-93)
Lansing Community College, Lansing, Michigan

Regular responsibilities included serving on President's Cabinet and Council, leading academic and student support divisions, supervising deans (line responsibility for all full and part-time faculty, academic administrators, and support staff), managing $40 million budget.

Special projects included *planning and implementing* all of the following: major academic and student affairs restructuring, new general education core, college-wide assessment and advising program, college-wide transition from term to semester calendar, and successful $3.5 million Title III grant.

➢ **Interim Dean, Division of Arts & Sciences** (1990-92)
Lansing Community College, Lansing, Michigan

Regular responsibilities included serving on President's Council and providing leadership for liberal arts division consisting of Departments of Science, Humanities, Communication, Mathematics and Computer Science, and Academic Enrichment Services.

Special projects included leading development of new general education core, developing college-wide assessment and advising program, leading project team planning college-wide transition from term to semester calendar, directing team that wrote successful $3.5 million Title III grant.

➢ **Chairperson, Department of Academic Enrichment Services** (1987-90)
Lansing Community College, Lansing, Michigan

Regular responsibilities included leading developmental studies programs; revitalizing and leading Arts & Sciences Honors Program; managing college-wide reading/writing skills assessment program; supervising and evaluating department faculty, administrators, and support staff; proposing and managing budget; and serving on Dean's Council.

Special projects included establishing a new academic department, planning a major learning laboratory renovation, engaging faculty and students in reactivating a moribund Honors Program, and team-teaching Honors Colloquy.

➢ **Director, Reading and Writing Programs** (1980-1987)

Lansing Community College, Lansing, Michigan

Regular responsibilities included leading programs in freshman composition, professional writing, and reading improvement; managing college-wide reading/writing skills assessment program; supervising and evaluating program faculty, administrators, and support staff; and proposing and managing budget.

Special projects included researching placement testing system and computers-in-composition pilot program.

➢ **Instructor of English/Consultant to Department of Special Instructional Programs** (1972-1980; on leave for University of Maryland Graduate Fellowship, 1977-78)
Frostburg State College, Frostburg, Maryland

Regular responsibilities included teaching the following courses: Freshman Composition, Developmental Composition, Reading Skills, Black American Literature, American Literature 1619-1855, American Literature 1855-Present.

Special projects included designing and implementing a combined reading-writing curriculum for freshmen, conducting research on student reading and writing difficulties, training and supervising student tutors, and developing instructional units for the Learning Center.

➢ **Program Writer, Academic Retention Program** (Summer, 1977)
Frostburg State College, Frostburg, Maryland

Special project to design and write instructional programs to teach standard English usage and to teach reading skills to students reading below the ninth grade level.

Instructor of Pre-College English, Project 350 (Summer, 1972)
Wayne State University, Detroit, Michigan

Special project to teach English classes and help compile motivational readings for Project 350 courses.

Instructor of English as a Second Language (Summer, 1971)
The Grace Hospital, Department of Surgical Education, Detroit, Michigan

Regular responsibilities included designing and teaching a course in English as a Second Language for medical staff.

Graduate Assistant (1970-1972)
Wayne State University, Detroit, Michigan

Regular responsibilities included teaching Remedial English and Introduction to Literature.

Professional Development, Publications, and Presentations

PUBLICATIONS

Franke, Thomas L., Nancye Jenkins, and David Harper Wilson. "Getting Serious About Sustainable IT: Metrics, Tools, and Solutions" (Research Bulletin, Issue 14). Boulder, CO: EDUCAUSE Center for Applied Research, 2009, available from http://www.educause.edu/ecar. (In Press, publication scheduled July 14, 2009).

Franke, Thomas L. "How Technology Will Shape Our Future: Three Views of the Twenty-First Century" (Research Bulletin, Issue 2). Boulder, CO: EDUCAUSE Center for Applied Research, 2008, available from http://www.educause.edu/ecar.

Franke, Thomas L. "General and Developmental Education: Finding Common Ground." *Directing General Education Outcomes*. Ed. N.A. Raisman. New Directions for Community Colleges 81. San Francisco: Jossey Bass, 1993.

Franke, Thomas L. "Developmental Education, the Liberal Arts, and Diversity." *Community, Technical, and Junior College Journal* 62 (1991-92).

Franke, Thomas L. Review of *Sentence Combining: A Rhetorical Perspective*. *Teaching English in the Two-Year College* 14 (1987).

Franke, Thomas L. "The Art of Verbal Performance: A Stylistic Analysis of Langston Hughes's 'Feet Live Their Own Life.'" *Language and Style* 19 (1986).

Franke, Thomas L. "Dyslexia and the College English Teacher." *Teaching English in the Two-Year College* 13 (1986).

Franke, Thomas L. "Predicting Writing Ability: The Placement Testing Dilemma." *Language Arts Journal of Michigan* 2 (1986).

Franke, Thomas L. and Mark Garbarini. "An Efficient Spelling Placement Test." *Journal of Developmental Education* 10 (1986).

Franke, Thomas L. "Michigan Language Watch." *The Michigan English Teacher* (regular column, 1984-87).

Franke, Thomas L. "A Case for Professional Writing Tutors." *Teaching English in the Two-Year College* 9 (1983).

Franke, Thomas L. "Computers and Composition." *The Michigan English Teacher* 23 (1982).

Franke, Thomas L. "Computers and Writing Instruction: Issues for Policymakers." *Pipeline* 7 (1982). Reprinted in *The Best of Pipeline* 8 (1983).

Franke, Thomas L. Review of *Reader's Choice: A Reading Skills Textbook for Students of English as a Second Language* in *Journal of Reading* 21 (1978).

Franke, Thomas L. "Proofreading: Implications of Psycho-Linguistic Reading Theory." *English in Texas* 8 (1977).

Franke, Thomas L. Review of *Learning English as a Second Language for Secondary Schools and Continuing Education* in *Journal of Reading* 21 (1977).

Franke, Thomas L. "English as a Second Language: The Role of the Reading Teacher." *Journal of Reading* 20 (1976).

Burnham, Molly W, and Thomas L. Franke. "Building Student Survival Skills." *Maryland English Journal* 12 (1974).

Franke, Thomas L. Drama reviews and op-ed pieces for *Cumberland Morning News, Cumberland Evening Times*, and *Lansing State Journal*.

PROFESSIONAL PRESENTATIONS

Franke, Thomas L and Mark C. Sheehan (Discussion leaders). "Green IT," at the ECAR Symposium 2009, Carlsbad, California, 2009.

Franke, Thomas L, Organizer and moderator . "NERCOMP CIO Forum," Northeast Regional Computing Program Annual Conference, Providence, Rhode Island, 2009.

Franke, Thomas L. "Managing Up" at the Educause-NERCOMP Workshop Series for IT Managers, Part 1, Norwood, Massachusetts, 2008, 2009.

Franke, Thomas L. "How Will Technology Shape Our Future?" at the Northeast Regional Computing Program Annual Conference, Worcester, Massachussetts, 2007.

Franke, Thomas L. "Current Status of Identity Management in North Carolina—Results of the North Carolina IdM Survey" at the University of North Carolina Identity and Access Management Workshop, Chapel Hill, North Carolina, 2005 (also served as workshop organizer and moderator. Presentation is available on-line at http://intranet.northcarolina.edu/docs/ir/identity/June2005/Franke.pdf).

Franke, Thomas L. and Dixie L Lawson. "Improving IT Support Through Process Management" at the Educause Southeast Regional Conference, Atlanta, Georgia, 2003 (available on-line at http://www.educause.edu/LibraryDetailPage/666?ID=SER0326).

Franke, Thomas L. and Ray Wawro. "Strategic Technology Planning: STP for IT" at the CUMREC Conference, Phoenix, Arizona, 2001 (available on-line at http://www.educause.edu/LibraryDetailPage/666?ID=CMR0167).

Co-presenter, "Measures, Plans And Improvements – Putting It All Together" at the North Central Association Annual Conference, Chicago, 1999.

Bennett, Chris, Thomas L. Franke, and Ray Wawro. "Lansing Community College's Technology Migration," at the IBM Great Lakes Networking Conference, Raleigh, North Carolina, 1997.

Franke, Thomas L and Valeriana Moeller, "Revitalizing the Institution through Leadership Opportunities" at the Leadership 2000 Conference, Washington, D.C., 1993.

Cunningham, Paula and Thomas L. Franke. "College and Community Cooperation: Pathways to Partnerships" and "TLC: A Training/Learning Commitment" at the International Conference on Teaching Excellence & Conference of Administrators (NISOD), Austin, Texas, 1993.

Franke, Thomas L, (co-presenter). "Challenges in Developmental Education: Basic Skills Programs in the Workplace" at the Leadership 21 Conference, Lansing, Michigan, 1989.

Franke, Thomas L "Relationships of Verbal Aptitude and Passage Interest/Relevance to College Students' Cloze Scores" at the International Reading Association Annual Conference, Toronto, Canada, 1988.

Franke, Thomas L , "English as a Second Language/Foreign Languages and Cultures" at the Michigan Community Colleges for International Development Fall Conference, Lansing, Michigan, 1988.

Franke, Thomas L (co-presenter). "Developmental Programming," Michigan College English Association Annual Conference, Auburn Hills, Michigan, 1987.

Franke, Thomas L. (co-presenter). "FAIR: A Writing Response System" at the Conference on Computers and Teaching Writing, Rochester, Michigan, 1987.

Franke, Thomas L. (co-presenter). "Community College Literacy Programs" at the Michigan Department of Social Services Opportunity and Skills Training Program, East Lansing, Michigan, 1987.

Franke, Thomas L. "Dyslexia: What Every English Teacher Should Know" at the Spring Conference on the English Language Arts, East Lansing, Michigan, 1987.

Franke, Thomas L. and H. Stephen Hopkins, "PenNet: A Computerized Writing System for Composition Courses" at the Midwest Regional Conference on English in the Two-Year College, St. Louis, Missouri, 1986; at the Liberal Arts Network for Development conferences, Farmington Hills, Michigan, 1986, and Lansing, Michigan, 1987; and at the Michigan College English Association Conference, Lansing, Michigan, 1987.

Franke, Thomas L. "Community College Involvement in Literacy" at the Michigan Literacy Conference, East Lansing, Michigan, 1986.

Franke, Thomas L. "Writing Tutors: Should They Be Professionals or Peers?" at the Conference on College Composition and Communication, New Orleans, Louisiana, 1986.

Franke, Thomas L. "The High School-College Connection" at the annual conference of the Michigan Council of Teachers of English, Lansing, Michigan, 1985.

Franke, Thomas L. (co-presenter). "Reading and Retention: What Tutorial Programs Need to Know" at the Annual Statewide Tutoring Conference, Highland Park, Michigan, 1985.

Franke, Thomas L. "Lansing Community College Reading and Writing Programs" at the Literacy Awareness Day Conference, Lansing, Michigan, 1985.

Franke, Thomas L. "A Study Guide for the Writing Textbook" at the Spring Conference on the English Language Arts for School and College Teachers, East Lansing, Michigan, 1983.

Franke, Thomas L. (co-presenter). "Testing What We Teach: A 'How-to' Workshop" and "Faculty and Student Response to an Error Count System" at the annual conference of the Michigan Council of Teachers of English, East Lansing, Michigan, 1982.

Franke, Thomas L. (co-presenter). "Competency-based Writing Programs" at the Conference on College Composition and Communication, Washington, D.C., 1980.

Franke, Thomas L. "Basic Literacy: A Linguistic Perspective" at a program of The Maryland Committee for the Humanities and Public Policy, Lavale, Maryland, 1977.

Burnham, Molly W. and Thomas L. Franke. "Beauty and the Beast: A Liberal Arts Approach to Bonehead English" at the Conference on College Composition and Communication, Philadelphia, Pennsylvania, 1976.

Burnham, Molly W. and Thomas L. Franke. "Comp for Survival: Reading in Developmental English" at the Northeast Regional Conference on English in the Two-Year College, Cranston, Rhode Island, 1974.

Burnham, Molly W. and Thomas L. Franke. "Building Study Skills through Composition," at the West Virginia TRIO Projects Association Workshop, 1974.

Burnham, Molly W. and Thomas L. Franke. "Orange and Blue," at the Individual Innovative Programs section of EPDA Community Colleges' Confrontation and Compensatory Conference, Butler, Pennsylvania, 1973.

Community, Professional, and International Activities
(Partial Listing)

- ❖ In New Hampshire:
  - ❖ Volunteer performance with Sunday Afternoon (old-time music band) for UNH Campus Ministry.
  - ❖ Technology Advisory Committee for United Way of the Greater Seacoast.
  - ❖ Board Member (2007-10), Vice Chair (2008-09), Vendor/Licensing Chair (2009-10), Program Committee (2006-10), CIO Forum Planning Committee (2009-10) Northeast Regional Computing Organization (NERCOMP).
- ❖ In North Carolina:
  - ❖ Volunteer performances with The Frazzeled Edge (a community-based country band) at numerous benefit concerts, including the annual Relay for Life, Cashiers (NC) Arts Festival, Blueridge School fund-raiser, Eckerd Living Center (Nursing Home wing of Highlands-Cashiers Hospital), and various fundraisers for community members in distress (all events in Jackson County, NC, or in nearby north Georgia).
  - ❖ Volunteer for Move-in Day, Western Carolina University.
  - ❖ Participant in numerous bluegrass and mountain music festivals and activities.
- ❖ In Michigan:
  - ❖ Volunteer for Make-a-Difference Day
  - ❖ Member of strategic planning committee of the Capital Area United Way

- ❖ College coordinator of the 1999 Lansing Community College United Way campaign
- ❖ President and one of the founding members, Literacy Volunteers of America-Capital Area Literacy Coalition
- ❖ Lansing School District Homework Policy Committee.
- ❖ Regular participant in community events recognizing Rev. Martin Luther King, Jr., and Cesar Chavez.
- ❖ In Maryland:
  - ❖ Entertainment Chair, Festival of Frostburg
  - ❖ Performer, Festival of Frostburg
  - ❖ Volunteer coach, Little League of Allegany County
- ❖ International experience includes giving guest lectures on American literature and culture at Shenyang University, Shenyang, People's Republic of China and visiting college programs at Otsu and Sakaide, Japan (1993).