



2025

Research Leadership Institute

PROGRAM
BOOK



March 5-7, 2025
Hilton Alexandria Old Town



ABOUT THE RESEARCH LEADERSHIP INSTITUTE

Conference Goals:

The ASEE Engineering Research Council (ERC) will be hosting the annual Research Leadership Institute (RLI) at the Hilton Alexandria Old Town from March 5–7, 2025. Formerly known as the ERC Annual Meeting, the RLI focuses on leadership and capacity building for associate deans and other research leaders across all disciplines. Topics change annually in response to national trends and areas of interest, with a good mix of interactive table discussions, panel discussions, and presentations. This year we're planning sessions on research to translation and university innovation ecosystems, connecting research to workforce development, research analytics, working with federal agencies, building and maintaining larger scale multi-organizational research teams, facilitating research with industry, earmarks and appropriations, and trends impacting early career faculty progression toward promotion and tenure. The RLI will also include a special session that will take a deep dive into difficult issues selected by the attendees, and an "ADR boot camp" opportunity for individuals who recently assumed research leadership roles. Sessions begin with a fireside-chat-type lunch highlighting a national leader on Monday and continue through Wednesday morning, allowing time for participants to schedule Wednesday afternoon meetings with federal program managers or colleagues in the DC area. Peer networking will also be facilitated via optional small group dinners arranged at nearby restaurants on Thursday evening. The RLI is a learning and networking opportunity designed to be of value to associate deans of research and those in research leadership roles across disciplines, and we encourage ERC members to share broadly with others at their university. ERC membership is not required for attendance.



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WEDNESDAY, MARCH 5

<p>10:00 a.m. – 5:00 p.m.</p> <p>Washington/ Jefferson Foyer</p>	<p>Registration</p>
<p>9:00 a.m. – 10:00 a.m.</p> <p>Madison</p>	<p>ERC Executive Board Meeting</p>
<p>10:00 a.m. – 11:30 a.m.</p> <p>Washington/Jefferson</p>	<p>ADR Bootcamp</p> <p>This session will provide practical guidance and useful insights for navigating and succeeding at the many services that ADRs perform on behalf of their college/school and institution. It will frame the structure of these roles and how they fit in the campus research ecosystem, with emphasis on creating synergies across colleges, centers/institutes, and support units and advancing research development and discovery. Although the session is primarily intended for ADRs in their first few years of service, the program should be of benefit to anyone who supports the diverse needs of faculty within a research context.</p> <p>Moderators: John Coulter, <i>Lehigh University</i> Mark Riley, <i>University of Nebraska-Lincoln</i></p>
<p>1:30 p.m. – 2:00 p.m.</p> <p>Washington/Jefferson</p>	<p>Welcome and Introductions</p>
<p>2:00 p.m. – 3:00 p.m.</p> <p>Washington/Jefferson</p>	<p>Session 1: Current Events</p> <p>This session will present programs for mentoring new faculty toward building a successful research enterprise. Activities on several campuses will be shared including examples of content and outcomes. This will be followed by table discussions on successful research mentoring based on questions of best practices.</p> <p>Moderators: Mark Riley, <i>University of Nebraska-Lincoln</i> Mark Van Dyke, <i>University of Arizona</i></p>

WEDNESDAY, MARCH 5

<p>3:00 p.m. - 4:00 p.m. Washington/Jefferson</p>	<p>Session 2 – The Evolving Graduate Student Environment: Supporting the needs of today’s graduate students.</p> <p>The overall graduate student environment and the career aspirations of individual graduate students continuously evolve. This session will address the increasing prevalence of unionized graduate student environments and the development and growth of doctoral programs targeted at non-academic careers.</p> <p>Moderators: John Coulter, <i>Lehigh University</i>; Sukesh Aghara, <i>University of Massachusetts, Lowell</i></p> <p>Speakers: Dr. Himanshu Jain, <i>Expert, National Science Foundation</i> Michael Rutherford, <i>Associate Vice Chancellor, Human Resources, University of Massachusetts, Lowell</i></p>
<p>4:00 p.m. – 4:15 p.m.</p>	<p>Break Sponsored by McAllister & Quinn</p>
<p>4:15 p.m. – 5:30 p.m. Washington/Jefferson</p>	<p>Session 3: Authorizations, Appropriations, Plus-ups</p> <p>This session will begin with a background presentation on authorizations and the appropriations process, followed by a panel with invited guests. This session will include a description of the process from the college perspective, strategy for selecting topics and teams, and success stories.</p> <p>Moderators: Mark Van Dyke, <i>University of Arizona</i> Mark Riley, <i>University of Nebraska-Lincoln</i></p> <p>Speaker: Susann Miller Edwards, <i>Vice President, Cassidy & Associates</i></p>

WEDNESDAY, MARCH 5

<p>5:30 p.m. – 6:00 p.m. Washington/ Jefferson Foyer</p>	<p>Drinks/Networking</p>
<p>6:00 p.m. – 6:30 p.m. Washington/Jefferson</p>	<p>Dinner</p>
<p>6:30 p.m. – 7:30 p.m. Washington/Jefferson</p>	<p>Fireside Chat Moderator: John Coulter, <i>Lehigh University</i> Speaker: Scott Willoughby, <i>Sector Vice President, Northrop Grumman Space Systems</i></p>

THURSDAY, MARCH 6

8:00 a.m. – 5:00 p.m. Washington/ Jefferson Foyer	Registration
8:00 a.m. – 8:30 a.m. Salon BC	Breakfast
8:30 a.m. – 9:45 a.m. Salon BC	Session 4 – Benchmarking with Peers—RLI Survey Results and Discussion Do other institutions give F&A back to PIs? Is anyone else trying to do this job as a 25% appointment? How do you manage cost sharing? Or expensive start-up packages? One of the most valuable opportunities at RLI is the chance to find out how things happen at peer institutions. In early February we'll send out a survey to registered attendees and institutional ERC members to ask them about the structure of their jobs and offices, policies and procedures, and much more. At this session, you'll see a summary of the results and then have a chance to discuss them broken down by institution size and research expenditures. Bring your questions!! Moderator: Joe Konstan, University of Minnesota
9:45 a.m. – 11:00 a.m. Salon BC	Session 5 – Workforce Development Supported by Research Funding opportunities, specifically for the development of the future workforce, are becoming more common and substantial. An overview of some recent opportunities will be discussed along with three case studies of successful development. Moderators: Mark Van Dyke, University of Arizona Grace Zhang, The George Washington University
11:00 a.m. – 11:15 a.m. Salon BC Foyer	Refreshment Break Sponsored by McAllister & Quinn

THURSDAY, MARCH 6

<p>11:15 a.m. – 12:30 p.m. Salon BC</p>	<p>Session 6 – Financial Management of Faculty Start-up Packages and Core Facilities</p> <p>The costs of faculty start-up packages and core research facilities often dominate a research budget. The purpose of this session is to learn how peer institutions throughout the nation finance and manage this expense.</p> <p>Moderators: John Coulter, <i>Lehigh University</i> Sukesh Aghara, <i>University of Massachusetts, Lowell</i></p> <p>Speaker: William Dunne, <i>Professor and Associate Dean for Research Technology, University of Tennessee, Knoxville</i></p>
<p>12:30 p.m. – 1:30 p.m. Salon BC</p>	<p>ERC Business Meeting Lunch and McGraw Awards</p>
<p>1:45 p.m. – 3:00 p.m. Salon BC</p>	<p>Session 6.5 - Effective Mentoring of New Faculty</p> <p>This session will present programs for mentoring new faculty toward building a successful research enterprise. Activities on several campuses will be shared including examples of content and outcomes. This will be followed by table discussions on successful research mentoring based on questions of best practices.</p> <p>Moderators: Mark Riley, <i>University of Nebraska-Lincoln</i> Mark Van Dyke, <i>University of Arizona</i></p>

THURSDAY, MARCH 6

<p>3:00 p.m. – 4:00 p.m. Salon BC</p>	<p>Session 7 – Strategies for Developing Research Scientist/Research Faculty Track Careers</p> <p>Research scientist and research faculty appointments are not new, but their use is growing and institutions are facing increasingly challenging questions about how to support meaningful career tracks for researchers. In this session, we introduce a wide range of issues, including: recruitment and start-up, independence, funding models, and evaluation and career paths. We will start with examples from a number of attendees' institutions and then will have table discussions about specific plans and experiences.</p> <p>Moderators: Joe Konstan, <i>University of Minnesota</i> Ken Reardon, <i>Colorado State University</i></p>
<p>4:00 p.m. – 4:15 p.m.</p>	<p>Break Sponsored by McAllister & Quinn</p>
<p>4:15 p.m. – 5:15 p.m. Salon BC</p>	<p>Session 8 - Analytics and Strategic Planning</p> <p>Research analytics can shape strategic planning, to understand culture and faculty behavior, and to develop best practices. There are many approaches to strategic planning. Some typical examples and tools will be presented. Speakers will share their examples of productive use of analytics, as well as strategic planning exercises leading to executable plans aligned with university priorities and national funding priorities. Lessons learned will be shared. The session will conclude with audience Q&A with the presenters.</p> <p>Moderators: Mark Van Dyke, <i>University of Arizona</i> Ken Reardon, <i>Colorado State University</i></p>
<p>6:00 p.m. – 8:00 p.m.</p>	<p>No-Host Dinner</p> 

FRIDAY, MARCH 7

<p>8:00 a.m. – 12:00 p.m. Washington/ Jefferson Foyer</p>	<p>Registration</p>
<p>8:00 a.m. – 8:30 a.m. Salon BC</p>	<p>Breakfast</p>
<p>8:30 a.m. – 9:45 a.m. Salon BC</p>	<p>Session 9 – The Research Workplace; How to Manage Research Space</p> <p>Managing research space utilization has always been an issue, and workplace changes that were perhaps accelerated by the Covid epidemic have made matters more complicated. This session will focus on identifying modern research workspace utilization issues and sharing approaches to accommodate them</p> <p>Moderator: John Coulter, <i>Lehigh University</i></p>

FRIDAY, MARCH 7

9:45 a.m. – 10:45 a.m.

Salon BC

Session 10 - Introduction to Lower-Volume Agencies

This session will introduce funding opportunities and the proposal processes for the U.S. Department of Transportation (DOT), the U.S. Department of Agriculture (USDA), and the National Institute of Standards and Technology (NIST). A panel featuring directors from the DOT National Cooperative Highway Research Program, the USDA National Institute of Food and Agriculture, and the NIST Office of Advanced Manufacturing will share insights into their programs, funding mechanisms, and proposal requirements.

Moderators:

Grace Zhang, *The George Washington University*

Sukesh Aghara, *University of Massachusetts, Lowell*

Speakers:

Mike Molnar, *Founding Director of the Advanced Manufacturing National Program Office, National Institute of Standards and Technology*

Dan Somerset, *Contractor Compliance & Relationship Manager, Department of Transportation*

FRIDAY, MARCH 7

<p>10:45 a.m. – 12:00 p.m. Salon BC</p>	<p>Session 11 - Introduction to Federal Research Consortia and Advocacy Organizations</p> <p>As research leaders, we frequently hear about federal practices, policies, or procedures that we feel hinder our ability to advance quality research. We are not alone! In this session, meet representatives from several national organizations that advocate for and strive to make improvements related to federal research. Each representative will introduce their organization and its current priorities. Then we'll have a facilitated discussion to bring out the key concerns and priorities of attendees.</p> <p>Moderators: Joe Konstan, <i>University of Minnesota</i> Ken Reardon, <i>Colorado State University</i></p> <p>Speakers: Deborah Altenburg, <i>Vice President for Research Policy and Advocacy, Association of Public and Land-Grant</i> Matt Owens, President, COGR Tobin Smith, Sr. <i>Vice President for Government Relations and Public Policy, Associate of American Universities</i> Alexandra M. Albinak, <i>FDP Co-Chair, Associate Vice Provost for Research Administration, Johns Hopkins University</i> Michelle Masucci, <i>FDP Co-Chair, VP Research, University System of Maryland</i></p>
<p>12:00 p.m. – 12:15 p.m. Salon BC</p>	<p>Closing Remarks John Coulter, <i>Lehigh University</i></p>

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KEYNOTE SPEAKER



Scott Willoughby

*Sector Vice President,
Northrop*

Grumman Space Systems

Scott P. Willoughby is the sector vice president of Performance Excellence for Northrop Grumman's Space Systems sector, a premier provider of space and launch systems serving national security, civil and commercial customers. In this role, Willoughby oversees sector-level program management and mission assurance strategy.

In his prior role, Willoughby served as vice president of Operations for the Strategic Space Systems division, overseeing all aspects of production capabilities and enabling digital transformation strategies across manufacturing, integration and test, mission assurance, global supply chain, and operations.

He also has served as the vice president and program manager for the James Webb Space Telescope, the world's largest and most powerful observatory and NASA's flagship science mission. Built in partnership with Northrop

Grumman, Willoughby oversaw all aspects of the program, to include total systems integration, design, development, and delivery.

Willoughby served in positions of increasing responsibility across his 34-year career with Northrop Grumman involving financial and contract management, testing, integration, production and management in various programs including P858 Advanced Concepts & Emerging Systems, Advanced Extremely High Frequency (AEHF), and Milstar. He also served as director for Integration, Test & Launch (IT&L), within the Production and Supply Chain (PSC) organization, led PSC's Production Control Directorate where he supported both commercial and military satellite communications systems, and was the lead systems engineer on MAPSTAR. Willoughby was hired in 1989 as a member of the technical staff of TRW, a heritage Northrop Grumman company.

Willoughby received a bachelor's degree, summa cum laude, in electrical engineering from Lehigh University and a master's degree in communication systems from the University

of Southern California. He is a graduate of the University of California, Los Angeles, Executive Education Program at the Anderson School of Management. He also is the recipient of NASA's Distinguished Public Service Medal, its highest honor for non-government personnel, and a member of the National Academy of Engineering.

Northrop Grumman is a leading global aerospace and defense technology company. Our pioneering solutions equip our customers with the capabilities they need to connect and protect the world, and push the boundaries of human exploration across the universe. Driven by a shared purpose to solve our customers' toughest problems, our 95,000 employees define possible every day.

SPEAKERS



**Alexandra
M. Albinak**

*Associate Vice
Provost for
Research Administration,
Johns Hopkins University*

Alexandra M. Albinak (Alex) serves as the Associate Vice Provost for Research Administration at Johns Hopkins University, supporting the efforts of faculty members across the university in securing and managing funding for their research endeavors. With over three decades of experience in research administration, she offers leadership and strategic guidance to the university's research administration, training, and technology functions. Her accomplishments in her current role is marked by a consistent drive to transform research administration by streamlining and optimizing operations, resulting in the creation of a unified and highly functional central university research administration office, implementing a new state-of-the-art pre-award proposal system, establishing processes for international research and educational engagements, and negotiating highly

complex institutional agreements that propel the university's groundbreaking discoveries towards real-world impact, ultimately enriching lives across the globe. Alex's dedication to advancing research and innovation is also reflected in her efforts to provide colleagues and the next generation of research administrators the knowledge, skills and expertise that is essential for success in the research administration profession through her oversight and expansion of the university's Research Administrator Training Program. In addition to being an integral part of Johns Hopkins University's research functions, Alex applies her knowledge and expertise at the national level. She is the Federal Demonstration Partnership's (FDP) Administrative Representative for the university, and serves as FDP Co-chair and Vice President of the FDP Foundation. In her role of Co-chair, she leads the FDP in efforts to streamline the administration of federally sponsored research to reduce administrative burden for researchers. Prior to becoming FDP Co-chair, she served as member of the Executive Committee and co-chair

of both the Contracts and Research Compliance Committees. She is also a member of the Research Security and Intellectual Property Committee of the Council on Governmental Relations (COGR) and has previously been a member of the COGR Board of Directors and Executive Committee. Alex is past chair of the National Council of University Research Administrators (NCURA) Region II and participates in NCURA as workshop faculty, moderator, and speaker. Previous positions in research administration include Associate Dean for Research Administration at the Bloomberg School of Public Health within the university and Assistant Vice President for Research Administration and Advancement at the University of Maryland. She holds a Bachelor of Arts degree from Towson University, a Master of Business Administration from Johns Hopkins University, and a Juris Doctorate from the University of Baltimore. She is also a member of the Maryland State Bar.

SPEAKERS



Deborah Altenburg

Vice President for Research

Policy and Advocacy, Association of Public and Land-Grant

Deborah Altenburg serves as Vice President for Research Policy and Advocacy at the Association of Public and Land-Grant Universities (APLU). She is responsible for issues related to federal research policy and funding advocacy. She leads the Office of Research Policy as well as research policy work with the Office of Congressional and Governmental Affairs to ensure integration and cohesiveness of APLU research advocacy. Prior to this role, Deborah served as the Assistant Vice Chancellor for Federal Relations for The State University of New York (SUNY). In this position, she led federal research and policy advocacy efforts for the 64 campus SUNY System. Deborah also previously served for 15 years as Director of Federal Relations for Rensselaer Polytechnic Institute (RPI). During her tenure at RPI, she served a term as President of the Science

Coalition and a three-year term as a Board Member for the National Association of Independent Colleges and Universities (NAICU). Deborah received her Bachelor of Engineering in Biomedical Engineering from Vanderbilt University.



William Dunne

Associate Dean, Research and Facilities, University of Tennessee, Knoxville

William M. Dunne received his BS and PhD in geology from University of Bristol, England. He joined the faculty of West Virginia University in 1980, and was promoted to associate professor in 1986. In 1988, he joined UT's College of Arts and Sciences, was promoted to full professor in 1995, and in 1997 became head of the Department of Geological Sciences. Dunne was appointed as associate dean for research, facilities, and graduate student policy in the College of Arts & Sciences in 2002. In 2009, he was appointed as associate dean for research and technology in the Tickle College of Engineering.

His past research had two foci. The first is improving

the understanding of the development of the perimeters of mountain belt particularly in the context of blind thrust systems and the interplay of microscale deformation mechanisms. The second is improving the characterization of fracture systems for hydrocarbon exploration, analysis of the flow of contaminated groundwater, and the strength of manmade structures such as tunnels.



Susann Edwards

Vice President, Cassidy & Associates

Susann Edwards (Vice President at Cassidy & Associates) is a results-driven representative for corporations, cities/counties, non-profits and universities in front of Congress and federal agencies. She understands the confluence of technology, defense health, defense contracting, federal appropriations, BAA and other research and economic development funding to produce success for her clients. Her creative thinking marries budget and political realities to get things done. Over her career, she has assisted clients in obtaining more

SPEAKERS

than \$1.8B dollars in earmarks, plus-ups and congressionally directed spending at least eight different appropriations bills.

Susann's specialties include research and development funding for universities and hospital systems, defense appropriations, defense authorization, economic development, sequestration and budget analysis, military base closure and realignment, defense health programs, cross-agency economic development funding, legislative strategy, and federal budget analysis.

Expertise and specialties aside: Susann excels in finding and amplifying the lowest common denominator. She is community and coalition builder and nuance finder who operates under the philosophy that "No is not a policy position."



Dr. Himanshu Jain

Expert, Division of Graduate Education,

National Science Foundation

Himanshu Jain is currently serving as an Intermittent Expert within the Division of Graduate Education at the National Science Foundation while holding the position of T.L. Diamond Distinguished Chair Professor of Engineering and Applied Science at Lehigh University. He established and directed NSF's International Materials Institute for New Functionality in Glass, which pioneered globalization of glass research and education, and led to multiple international glass research centers in different countries. Over the past three decades he has been introducing new functionality and novel processing of glass, and making glass education available worldwide freely. In recent years, he has advocated for use-inspired research, and led the development of a new STEM doctoral workforce training model: Pasteur Partners PhD (P3) based on Industry-University partnerships.

He is an author/editor of 12 patents, 10 books and over 420 research publications on glass science, technology and education.



Michelle Masucci

Vice Chancellor for Research and Economic

Development, University System of Maryland

Dr. Michele Masucci was appointed as the vice chancellor for research and economic development by Chancellor Jay A. Perman in September 2022. In this role she works to focus the University System of Maryland's expertise, programs, and resources in economic development to promote technology commercialization, workforce development, entrepreneurship, and partnerships among USM institutions and both private- and public-sector organizations..

The USM's strategic research capability is a major component of Dr. Masucci's profile as vice chancellor, which includes building and encouraging research and business partnerships among the

SPEAKERS

USM campuses, state and federal government laboratories and agencies, corporations and industry, and other public and private higher education institutions. A major focus of these efforts is areas of science and technology that impact the economic and workforce development of Maryland, such as life sciences, clean energy, “big data,” cybersecurity, and advanced manufacturing. Dr. Masucci previously served as the Vice President for Research at Temple University, Director of the Information Technology and Society Research Group and Professor and Chair of the Department of Geography and Urban Studies. At Temple University, she led the research enterprise for 10 years, overseeing its rise as the 4th fastest growing research enterprise in the U.S. based on FY 2021 reported research expenditures. She also leads the Federal Demonstration Partnership as the Faculty Co-Chair and President of the Federal Demonstration Partnership Foundation and is a member of the board of directors for Oak Ridge Associated Universities and the University City Science Center. Dr. Masucci earned her bachelor's degree in geography and regional

planning from Salisbury University (SU), before receiving her master's and doctorate—both in geography—from Clark University. In addition to her vice chancellor position, Dr. Masucci also holds an appointment as professor of Geography and Environmental Systems at the University of Maryland, Baltimore County (UMBC).



Michael F. Molnar, PE SES

Founding Director of the Advanced Manufacturing National Program Office, National Institute of Standards and Technology

Mike Molnar is the founding director of the Advanced Manufacturing National Program Office, the interagency team responsible for the Manufacturing USA program. Mike also leads the NIST Office of Advanced Manufacturing and serves as co-chair of the National Science and Technology Council, Subcommittee on Advanced Manufacturing – the White House team responsible for the National Strategic Plan for Advanced Manufacturing. Prior to

joining federal service in 2011 Mike had a successful industry career, including 25 years as a manufacturing and technology leader with Cummins, a U.S. based global company that designs, manufactures, and distributes engines and power generation products.



Matt Owens, President, COGR

Matt Owens is President of COGR – a membership organization of over 200 research universities, affiliated medical centers, and independent research institutes. He became COGR's president in March 2023. From 2002-2023, Owens served at the Association of American Universities (AAU) in several positions. He twice served as Interim President (2016, 2020). From 2018-2023, he was AAU's Executive Vice President & Vice President for Federal Relations. In these roles he provided strategic leadership and management to the association's priorities and oversaw AAU's federal relations activities. His primary issue responsibility was federal budget and appropriations policy and

SPEAKERS

advocacy, and he twice testified before Congress on budget process reform. While at AAU, he led the association's efforts in higher education policy and advocacy, including the reauthorization of the Higher Education Act from 2002-2008, as well as AAU's response to post-September 11, 2001 immigration and visa policies and procedures affecting international students and researchers. From 2003-2007 Owens served on the U.S. Department of State's Advisory Committee for the Study of Eastern Europe and the Independent States of the Former Soviet Union. He also served on the Group of Advisors to the U.S. Department of Defense's National Security Education Program from 2002-2006.

Prior to his AAU service, Owens was the Assistant Director of Government and Community Relations at Stanford University from 1992-2002. In this role he worked on federal higher education, research policy, and funding issues, as well as town-gown relations and the university's land use plans. Owens earned a Master of Public Administration (1999) from the University of North Carolina at Chapel Hill, a Bachelor of Arts in English

(1993) from the University of California at Davis, and an Associate of Arts in English (1991) from Santa Rosa Junior College.



Michael C. Rutherford

Associate Vice Chancellor, Human Resources

Michael is responsible for the oversight of all aspects of campus human resources management including recruitment and outreach, position classification and compensation, labor relations, performance management, employee engagement, compliance with federal and state regulations which govern employment, complaint investigation, employee safety and workers' compensation, benefits administration, workplace learning and development, payroll, and management of the university's Human Resource Information System with PeopleSoft. Michael also serves as the university's policy coordinator for university wide-policy development and implementation.

Prior to his appointment at UML, Michael was the Executive Director of Labor

Relations and Compliance for the university. In this role Michael served as lead negotiator and contract administrator for the university's eight bargaining units and provided guidance and advice regarding employee relations and the implementation and ongoing administration of the collective bargaining agreements and personnel matters.

Michael has a bachelor's degree from Ripon College and a juris doctorate degree from Marquette University, School Law School.



Dan Somerset

Contractor Compliance & Relationship Manager, Department of Transportation

Dan Somerset re-joined the National Cooperative Highway Research Program (NCHRP) as the Contractor Compliance and Relationship Manager in August 2024. In this newly established role, Dan will work closely with program managers, 30 technical project managers, and financial partners to monitor CRP contracting

SPEAKERS

activities. His primary focus will be on monitoring Subawards, collaborating with National Academy of Science's Procurement Services and Subaward Administration (PSSA) staff and with contractors, suppliers, and partners to achieve the CRP's objectives and strategic goals. Prior to accepting this position, Dan served NCHRP as a Senior Finance Business Partner, having previously been the CRP Information Specialist and NCHRP program assistant. Dan holds Bachelor's degrees in English and International Relations and a Master's of Business Administration in Accounting. He has worked for the National Academies' Cooperative Research Programs division for 27 years.



Tobin Smith

*Sr. Vice
President for
Government
Relations and*

*Public Policy, Association of
American Universities*

Tobin (Toby) Smith is Senior Vice President for Government Relations and Public Policy at the Association of American Universities (AAU). In this role Toby oversees AAU's

government relations activities and advocacy efforts, matters related higher education and science and innovation policy, and AAU's international activities. Toby previously worked as a federal relations representative for the University of Michigan and MIT. Toby writes and speaks widely on issues of science policy. He is the co-author of a 2008 book on national science policy titled, *Beyond Sputnik – U.S. Science Policy in the 21st Century*. Toby serves on the Advisory Board for AESIS and is a member of the Council of Experts for the NSF-sponsored Center for Advancing Research Impact in Society (ARIS). Toby holds a Master's degree in Legislative Affairs from George Washington University, and a Bachelor's degree in General Studies (BGS) from the University of Michigan.

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