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James Samuel Maddirala is the Associate Vice President of Academic Affairs and Student Life at Jackson State University, and he is also the Executive Director of Global World HIV/AIDS Alliance - a consortium (organized as clusters/workgroups) of public and private institutions dedicated to serving vulnerable/underserved populations consisting of colleges and universities, civil-societies, faith-based organizations, industry and corporate organizations, and international and government agencies from 25 nations. (GHAA). His doctorate of Philosophy is in Educational Policy and Management from the University of Oregon, one of the country's most highly recognized institutions. His major department, Educational Policy and Management, is one of the best in the country in research. He earned a Master of Science in Educational Policy and Management from the University of Oregon.

Higher Education Leadership Experiences:

Global Initiatives - Creating value proposition and engaging the world:

I have been instrumental in the development of memoranda of understanding (MOU) with various institutions of higher learning around the world for Jackson State University. These MOUs have facilitated faculty exchanges between partner institutions, collaborative graduate/undergraduate scholarship programs in Information Technology, Computer Science, Engineering, Public Health, Education, Business, Science and Technology, and e-Research and Action Research in science and Information Technology/other fields. I am associated with the Mississippi Consortium for International Development (MCID), which designs and implements various international social, political, and research projects for Alcorn State University, Jackson State University, Tougaloo College, and Mississippi Valley State University. Some of the recent funding projects include: Higher Education and Development Program (HEAD), an international institutional partnership between Jackson State University/Mississippi Consortium for

International Development and the University of Mosul, Iraq, and an international development partnership between Jackson State University/Mississippi Consortium for International Development and Mahatma Gandhi College, India.

I am also instrumental in the formulation of MOU between Jackson State University and the International Institute of Information Technology (IIIT), Hyderabad, India, Jawaharlal Nehru Technological University (JNTU), Hyderabad, India, Andhra University, Visakhapatnam, India, and Mahatma Gandhi College, Guntur, India, Central University of Nationalities, Beijing, China, and Diwan College, Taiwan. As a result, several students, post-doctoral fellows, and faculty from these institutions are pursuing their research careers at Jackson State University. My future plans include establishment of a Nano-material Science Institute, a Cloud Seeding Institute in collaboration with Jawaharlal Nehru Technological University, and a Natural Product Institute with Andhra University. All these collaborative projects will ultimately culminate in the establishment of Global-World Research Centers along with other research institutions from China, India, Taiwan, and Poland.

At present, I am actively engaged in developing a comprehensive international education program to integrate service learning and research, matched with cultural emersion in Africa, China, India, and Latin America.

[Global-World HIV/AIDS Alliance \(GHAA\) ghaa.jsums.edu:](http://ghaa.jsums.edu)



I am the founder and designer of GHAA and currently serve as the Executive Director of the Alliance. GHAA is a consortium (organized as clusters/workgroups) of public and private institutions dedicated to serving vulnerable/underserved populations consisting of colleges and universities, civil-societies, faith-based organizations, industry and corporate organizations, and international and government agencies from 25 nations. GHAA's mission is to halt and reverse the dire political, social, economic, and human consequences of HIV/AIDS among vulnerable/underserved communities.

GHAA Country Cluster Conceptual Model



The concept of developing a global consortium of GHAA country clusters was designed by me and the Executive Team in 2005 following consultation with the Bill and Melinda Gates Foundation, UNAIDS, WHO, ILO, World Council of Churches, Lutheran World Federation, World AIDS Campaign, and World

YWCA. This initiative was endorsed at an inaugural meeting of six countries in Hyderabad, India, in February 2006. The following organizations were in attendance at the meeting: (1) university representatives from South Africa, India, China, Nigeria, Ghana and the United States; (2) government officials, including the Chief Minister of Andhra Pradesh, India (population 100 million), and USAID, India, UNAIDS, and the National Health Institute (USA); (3) foundations, including William Jefferson Clinton, Bill and Melinda Gates, Family Health International, and the National Minority AIDS Education and Training Center, USA; (4) the private sector, including Oracle Corporation and Satyam Foundations; (5) faith-based organizations, including the Catholic Association of Hospitals in India, JMS Society, and Lutheran World Federation; (6) several community-based organizations, such as the Social Educational, Economic Society (SEEDS-India), and Healthy African American Families, USA. Universities representing each of the respective countries that traditionally and historically cater for the needs of underserved populations included: Research Centers in Minority Institutions (RCMI), Translational Research Network (RTRN), comprised of 18 institutions and led by Jackson State University (JSU) of Jackson, Mississippi (U.S.A), All India Institute (India), Jawaharlal Nehru Technological University (India), Mahatma Gandhi College-Nagarjuna University of Guntur (India), the Central Universities for Nationalities (China), Catholic University College (Ghana), the University of Port Harcourt (Nigeria), the University of Fort Hare (South Africa), and the University of Zululand (South Africa). Additional meetings were held in South Africa, Puerto Rico, and Taiwan that have brought together 14 of the targeted 25 countries and enabled participants to contribute to GHAA's conceptual framework, vision, and mission. Subsequently, the GHAA Executive Team convened regional meetings in South Africa, Puerto Rico, and Taiwan, inviting university, private, and governmental representatives to validate the Alliance's concept.

First Biennial Summit: Our team organized the first biennial Summit of the Global-World HIV/AIDS Alliance (GHAA) in Richards Bay, South Africa. The three-day gathering was hosted by the University of Zululand in Kwa-Zulu-Natal Province, October 1-3, 2007. The purpose of the conference was to continue the formulation of a holistic response to the HIV/AIDS pandemic. Priority areas included: Prevention, treatment/care, education, technology, research, and policy. The Summit was designed to be interactive among various partners in the communities addressing the plight of the vulnerable populations in the global-world.

A number of South African dignitaries attended the conference, including His Majesty King Goodwill Zwelithini, Jacob Zuma, President of South of Africa, Manto Tshabalala-Misimang, South Africa's Health Minister, Dr. Nomonde Xundu, Director of HIV and AIDS, National Department of Health, and several University Vice Chancellors, faculty, administrators, students, business corporations, HIV/AIDS governmental and non-governmental organizations, Faith-Based Communities, and various school systems.

GHAA Regional Conferences: I have also organized several GHAA regional conferences: Africa Regional Planning Convening in Johannesburg, South Africa (South Africa, Nigeria, Ghana, Zambia, Mozambique, Kenya), Central, North, and South America Regional Planning Convening in San Juan, Puerto Rico (US, Puerto Rico, Cuba, Brazil, Nicaragua), and Asia Regional Planning Convening in Taiwan (Taiwan, China, Thailand,

Major Presentations: I have presented the GHAA conceptual model in several places, including:

Joint United Nations Programme on HIV/AIDS (UNAIDS), Geneva
World Health Organization (WHO), Geneva
World Council of Churches (WCC), Geneva
Lutheran World Federation (LWF), Geneva
World YWCA, Geneva
World AIDS Campaign, Amsterdam
JMJ Catholic Organization, Amsterdam
Inaugural Convening of GHAA, Hyderabad, India

Central University of Nationalities, Beijing, China
The First Annual Convening of GHAA Africa, Johannesburg, South Africa
The First Annual Convening of GHAA America, Puerto Rico
The First Annual Convening of GHAA Asia, Taiwan
The 4th International Symposium on Recent Advances in Environmental Health Research, Jackson, Mississippi
CEOs of Oracle Corporation
International Technology Public Private Partnership group in San Jose, California
Telugu Association of North America, Executive Committee, Houston, Texas
Thurgood Marshall Fund, Charlotte, North Carolina
World Summit of Antivirals 2008, Kunming, China

Other Global Initiatives:

Global-World Institute of Health: At present, I am designing an International Institute of Health to provide training to national and global citizens, as well as international health care givers, instilling in them scientific and cultural competencies and empathy for the vulnerable populations of the global-world. The proposed Institute's mission would be to provide educational opportunities to vulnerable and underserved populations--students and their communities--in four countries: The United States through Jackson State University, India through the Institute, China through the Central University of Nationalities, and South Africa through the University of Zululand, with each country allowed 125 students a year. The goal will be to graduate the best health care professionals, whose career will focus on improving the health of their populations at home and the Institute's surrounding rural and urban communities. Assistance would be sought from such agencies and organizations as the National Institutes of Health, Centers for Disease Control, CARE International, and the World Health Organization. Each student will be guaranteed financial assistance, but will sign a pledge to work upon completion of the studies, toward the improvement of health in their communities.

National Environmental Engineering Institute of Research Institute (NEERI)-JSU Collaboration: I am spearheading Jackson State University's initiative of working with NEERI, Nagapur, India in their efforts for preparation of the Social and Environmental Impact and Risk Assessment report for the barrage across river Narmada at Bhadbhut, Gujarat, India. This is an 11 billion dollar project extended over a period of 15 years **involving several** organizations including Jackson State University in the area of conducting impact studies using GIS and visualization.

Faculty-led Study Abroad Program: I have expanded the faculty-led study abroad program at Jackson State University by offering students the chance to take specialized courses unavailable at home, drawing upon the unique attributes of education abroad and increasing academic quality. Under my leadership this program enriched educational experiences of faculty and students by enabling faculty-student relationships around the nation and world, and broadening education and networking more globally. More than 100 students participate in study abroad programs annually.

University of Zululand and JSU Student Exchange: This is another example of my astute leadership of opening doors of exchange between two institutions who share several common experiences. Every year, a group of students from both sides visit the respective universities during spring break.

Establishing Academic Graduate Programs: At present I am engaged in deliberations with Rajiv Gandhi Memorial Institutions, Nova Group of Institutions, Chaitanya Group of Institutions, QIS Institutions, Institute of Management, and Emergency Management Research Institute in India in establishing mutually beneficial graduate degree programs in Public Health, Business Administration, Executive Urban Higher Education, and Urban and Rural Planning. These Foundations act as catalysts in promoting effective, practical and sustainable programs in areas of health, management, engineering, and most of them have their own colleges (Engineering, Arts and Sciences), hospitals, and medical

colleges. They have established their presence in virtually all parts of the states, and have launched programs and activities in all areas of concentration.

Launched Jackson State University translational research forum in India (J-TRFI): Facilitated launching a national forum for revealing hidden scientific resources to accelerate engineering, health, biomedical, and social behavioral translational research. Over the next few years, collaborators from different institutions along with Jackson State University will build a national research resource discovery forum that will allow engineering, health, biomedical, socio-behavioral scientists to collaborate with each other for potentially valuable research resources (e.g., technologies, research models, equipment, and training opportunities). At first this forum will only access the initial participating sites, but eventually any institution in the US, India, and other countries will be able to participate. This project is about linking scientists nationally to resources, technologies, and opportunities, and about making invisible resources visible to the researchers who need them. Through this forum, we want to help researchers rapidly find the materials and technologies they need and use their funding for research.

Research Centers in Minority Institutions Translational Research Network (RTRN - rtrn.net) – Data Technology Coordinating Center (DTCC): I am associated with RTRN from its inception. The RCMI Translational Research Network is a cooperative research network that will facilitate translational research in health areas. RTRN is building an environment in which researchers, investigators and members of the health community can collaborate to discover improved health outcomes for vulnerable groups. RTRN is strategically positioned to facilitate interdisciplinary clinical and translational research. RTRN has established a solid technological foundation to support intellectual exchange, generate innovative inter- and multi-disciplinary research and facilitate the movement of scientific advances throughout the translational research spectrum via Data Technology Coordinating Center (DTCC) of Jackson State University.

I am in the process of designing Global-World HIV/AIDS Social-Behavioral Bio-Medical Informatics Grid (GHASBIG) portal to provide the technology infrastructure and data management resources to facilitate inter-institutional collaborations, including community engagement, information and data sharing, and dissemination across the diverse RCMI communities to improve health outcomes, especially for underserved populations.

Research Activities:

As the Director of Research and Planning at Columbia State, my major areas of responsibilities included Institutional Research, Curriculum Research, Strategic Planning, Institutional Effectiveness and Assessment, Performance Funding, and Title III Grants. I was also responsible for Physical Facilities Study, Affirmative Action Reports, IPEDS Reports, supervision of the preparation of federal, state and accreditation statistical reports, coordination of program and outcome assessment, and coordination of administration of grants, and Coordinator of Performance Funding. Also, I assisted in establishing and implementing a systematic program evaluation. I was in charge of administrative, professional, and support staff evaluations. I led all needs assessment studies associated with the development of new off-campus locations in Lewisburg, Clifton, and Humphreys counties in Tennessee. At Columbia State, I received a commendation from the Southern Association of Colleges and Schools (SACS) General Education Peer Review team for my research work on general education program review data analysis. My research brief on Columbia State athletes also received citation from SACS during their 1992 visit to Columbia State.

Over the years, I have guided six graduate students (from Vanderbilt University, Tennessee State University, University of Alabama, Birmingham, and University of Louisville, and Jackson State University) toward completion of their dissertations. I also served as an external dissertation committee member with the School of Nursing at the University of Alabama, Birmingham, and the School of Education at the

University of Louisville. At present, I am serving as a dissertation chair of a Ph.D. candidate in the Executive Ph.D. program at Jackson State University in the area of globalization and HIV/AIDS.

I am an innovative and a creative planning and policy research professional. During my stay at East Texas State University as the Assistant Director of the Center for Policy and Research, I served as a team member in all the major projects of the center, conducted field interviews, designed and conducted data analyses of survey results. In addition, I initiated and facilitated applied research projects involving faculty. I effectively served as a research team member and co-authored the "[Texas School Facilities Study: 1986 - 1996](#)," the "[Paperwork Study](#)," and the State Mandated Testing in Texas? The team presented the Texas School Facilities Study before the Texas Senate for consideration. A couple of legislative bills were subsequently introduced based on these studies in which I was a prominent member.

During part of my academic career, I have taught courses in Political Science, Public Administration, International Relations, European History, American Government and Comparative Governments to graduates and undergraduates in Andhra Christian College and Andhra University, India, a pioneering higher educational institution established and managed by the Evangelical Lutheran Church in America. I chaired the department of political science for several years. I had the privilege of working as an Executive Assistant to the President, Director of Residence Halls. I served as a Research Associate in the Christian Institute for the Study of Religion and Society, a very well recognized research institute in South India, performing a number of nationwide longitudinal socioeconomic studies. I planned, designed, and established a four-year degree college: Rural Christian College in India.

I also taught Research Methods classes at the East Texas State University, and Knowledge Management classes at Jackson State University. I am internationally known for the courses I have taught on leadership: "Principle-Centered Leadership: 4-Roles of Leadership," "What Matters Most," "First Things First," and "Seven-Habits for Highly Effective People."

Competent in the use of statistical methods and software packages, I am an expert in the development of research and evaluation designs and methodologies. My many skills also include the preparation and presentation of comprehensive research and assessment reports. I enjoy writing analytical reports and have unique abilities in analyzing and presenting data in a clear and concise format. I am a competent user of many mainframe and desktop computer software, including Microsoft Access and Excel. I recently begun using the website presentation of data for institutional and community use. I possess strong interpersonal and facilitation skills and works well with various internal and external groups, particularly top-level administrators.

Budget Responsibilities:

For about five years, I have served as a budget manager in the Office of Academic Affairs and Student Life at Jackson State University. Along with Provost Joseph Stevenson (2001), he initiated a faculty salary equity program, which helped faculty who were left behind as a result of salary compression. Vice President Velvelyn Foster and I streamlined the budget process enabling several innovative faculty salary adjustments over a period of three years. The initiative upgraded base salaries for all faculty members ranks and introduced Performance-Based Pay through the design of an instrument, along with a Performance-Based Pay Decision Making Unit (DMU). Furthermore, I initiated a budget online system which has enabled easy access to day-to-day budgetary process at the University.

Reorganization of the Academy:

During the 2003-2004 academic years, I spearheaded a university-wide program review that resulted in the reorganization of the academy into several colleges, and assisted in developing Vision 2020 for the

University. Recommendations from my initiative resulted in new program structures, program consolidations, program transfers, program terminations, the strengthening as well as enhancement of other programs that had a realistic and foreseeable potential for increased productivity, vitality, and performance.

Knowledge Management Initiatives:

Along with the Provost, I also developed a knowledge Management Systems and Solutions model for higher education. This model is touted as the first of its kind in a modern higher educational system. I presented this model at the KM 2002 International Conference, Santa Clara, California, Knowledge Management in Education Summit, San Francisco, California and at the Higher Education Forum, Baton Rouge, Louisiana, Knowledge Centered Support (KCS) Summit, and IT Infrastructure Management Conference and Expo, New Orleans, Louisiana. The model has been featured in *Knowledge Management in Education: Defining the Landscape*, *Institute for the Study of Knowledge Management in Education*, *KM Review*, and *KM World*. Recently, Razzakul H. Chowdhury, Director of KM at Jackson State University, and I designed several KM models to facilitate administrative and faculty research management processes at Jackson State University. <http://www.jsu.edu/~jsuoaa/quantum/>. KM initiatives have been funded through Title III. I administered the Title III funding.

Action Research:

Along with Provost, I introduced Practical Action Research as a model for faculty and students to study a real situation with an interest in improving the quality of actions and results within it. They have prepared a cadre of students and faculty as action researchers using the time-honored research procedures to reflect on practices and try out alternative interventions to improve outcomes.

General Electric Trained Facilitator:

General Electric is often held as an example of a well-run, highly successful company (e.g., Kanter, Stein, & Jick, 1992). Readers of the popular business press are constantly served up anecdotes of GE's success stories (e.g., Cosco, 1994; Quinn, 1994a; Sherman, 1993; Tichy, 1989). Three activities are generally mentioned as being keys to GE's success – process mapping, “best practices” benchmarking, and “WorkOut” (Stewart, 1991). I was trained to conduct process mapping, benchmarking, and workout processes. I have used these processes for speedy problem solving, broad-based employee involvement and empowerment, open and direct dialogue between leaders and subordinates, accountability, and continuous improvement with organizations I worked with.

Principle-Centered Leadership:

I am a licensed facilitator for the teaching of Franklin-Covey's Seven Habits, Principle-Centered Leadership (4 Roles of Leadership), First Things First (What Matters Most), and Seven Habits for Families and Teens courses. During 1995, I co-presented Columbia State's Seven Habits model at the Association of Community Colleges National conference in Minneapolis, Minnesota, and, during 1997, I presented, along with two of my colleagues, the Columbia State Principle-Centered Leadership curriculum development at the Franklin-Covey 1997 International Symposium, Snow Bird, Utah. During the same year, I co-presented the Seven Habits module to the Tennessee Board of Regents' Executive Staff. I am energetic and caring in mentoring other facilitators when their “individual wells run down.” Students in my classes remain excited when they see principle-centered leadership ideas permeate the classes' language and culture. In 2000, I was the recipient of the Franklin Covey internationally recognized Facilitator of the Year Award. I was selected among 18,000 facilitators in 38 countries as a result of my exemplary involvement in the area of facilitation. I am an ardent believer and practitioner of team-based principle-centered leadership, which recognizes that the college cannot move to a higher level of

excellence unless the many talents, cultural backgrounds and work experiences of all college members are recognized and utilized. I have designed institutional effectiveness model around the Principle-Centered Leadership domain, using several components from the *Four Roles of Leadership*.

Services to the Tennessee Board of Regents:

I assisted Dr. Victor Upolo, Senior Research Fellow, and Dr. George Malo, Assistant Vice-Chancellor for Research and Assessment at the Tennessee Board of Regents, in designing research models to complete an analysis of the impact of the Lawrence County Center upon the Lawrence County Community. This model was widely acclaimed by Chancellor Smith and will be used in future impact studies. I was one of the TBR team members that developed a process and an instrument to confirm the feasibility of new campus sites throughout Tennessee. I also assisted the Tennessee Board of Regents in designing an Affirmative Action Plan Availability Analysis model to the two-year colleges and received a commendation letter from the Vice Chancellor of Human Resources. I have served as a member of the TBR Task Force on Statewide Articulation on Vocational Education with the Director of Academic Services. While at East Texas State University, I was selected to design a rating scale for the TBR Performance Funding and Program Review instrument for four-year colleges.

Services to the Community at-Large:

I served as Chairman for Outreach and has been congregational President for two terms at the Trinity Lutheran Church. I was twice elected as a member of the Board of Directors of the Lutheran Church Southern Region, and the President of the Southern Region appointed me as a member of three of their task forces.

I have been actively involved in the process of forming the Maury County Education/ Community/Business Partnership. Along with a group of community leaders, I developed leadership modules to provide training to Maury County educational administrators, including school principals, the board of education central staff, and school teachers.

I served on the Maury County School Dropout Task Force at the request of the Maury County Director of Schools. In 1999, I completed a longitudinal study of dropout characteristics in Maury County, which is the basis of planning for intervention to decrease the dropout rate in Maury County schools. I also assisted Dr. Joseph Martin Stevenson, Eminent Scholar at Florida International University, in analyzing the dropout rates in Dade County schools.

I also served in a key leadership role with Maury County Education/ Community/Business Partnership as a member of the Steering Committee and Chair of the Educators/Administrators Team. I initiated development of the Teacher Think Tank and supported this group with the development of the Teacher Satisfaction Survey within all Maury County schools during 1998. The Teacher Think Tank is comprised of 20+ teachers who represent issues and concerns and serve as a communication link between the community and Director of Maury County Schools. The Teacher Think Tank concept was recently recognized as an exemplary practice by the U.S. Department of Education and will be included in future publications of exemplary practices.

Finally, I was very active with the India Association of Nashville and served as its President, Vice President, and Editor of the India Association of Nashville Newsletter for three years. I also coordinated feeding the Nashville homeless. I was responsible for the visit of two illustrious Ambassadors of India to the U.S. to Columbia State in 1993 and for the 1995 multicultural festival. This was a rare occasion for the college community and community at-large to have the pleasure and privilege of meeting the two Ambassadors.

Conversations with Dignitaries:

Tae Sik Lee, Ambassador of the Republic of Korea, Washington, DC, May 19, 2008
Ambassador of Mozambique, Washington, DC, May 19, 2008
Armando Alexander Panguene, Ambassador of the Republic of Mozambique, Washington, DC, May 18, 2008
His Majesty, King Goodwill Zwelithini, King of Zululand, October 2007
Jacob Zuma, the African National Congress President (President of South Africa), October 2007
Manto Tshabalala-Msimang, South Africa's Minister of Health
Dr. Nomonde Xundu, Director of HIV and AIDS, National Department of Health, South Africa
Bennie Thompson, Mississippi US Congressman
Honorable Dr. Y. S. Rajasekhara Reddy, Chief Minister of Andhra Pradesh, India
Honorable Chandra Babu Naidu, Chief Minister of Andhra Pradesh, India
Dr. Helene Gayle, CEO Care International

Honors/Awards and Recognitions:

- Distinguished Educator, Telugu Association of North America (TANA), Chicago, 2009
- Board of Trustees of Mississippi State Institutions of Higher Learning award for serving as a role model and strong advocate for the advancement of diversity at Jackson State University and the State of Mississippi, 2008
- Ralph Bunch International Peace Award, 2004
- Franklin Covey Best Facilitator of the year, 2000
- Who's Who in the Southwest
- Distinguished Community Service Award, India Association of Nashville, 1990
- Lutheran Church in America Research Fellowship, 1980-1986
- William W. Stout Merit Scholarship, University of Oregon, 1980-1981
- Division of Educational Policy and Management Award, University of Oregon, 1981-1982

Personal Traits:

I am practical, detailed, thorough, and precise. I am a natural strategic planner and systems thinker. I have a strategy for almost everything I do. I tend to assemble and reassemble data until interconnected patterns or systems emerge. At the outset of any understanding, I need to understand clearly the purpose and the essential context where we want to go and why, where we are now, and where we have come from. As I proceed, I create diagrams, models, maps, charts, and graphs, which I use as tools for creating structures and facilitates my own thinking, learning, and communicating with others. I am deeply interested in how things work, both technically and systematically, and in making things work well. I am orderly in my work habits, a trait that makes me reliable to myself and to others. I generally follow this sequence: (1) Obtain consensus on the purpose to be achieved; (2) gather and assimilate relevant knowledge; (3) make detailed strategic and tactical plans; and (4) put these plans into action in order to fulfill the original purpose. I am attuned to the world of thoughts, vision, concepts, and overviews. I maintain focus and can inspire that gift in others. I often bring structure, objectivity, and precision to projects and interactions. Because my mind is more central to my personality than my emotions, my mood is generally stable. I do not give to emotional or impulse display. Most central to my personality is a value system through which I structure my life. The values I uphold do not change easily. Therefore, if you want to know more about me, ask me what I value. One of my major concern is that people more often hold values theoretically rather than maintain them at the practical level of daily living. One of my deep purposes in life and administration is to encompass all factions and help bring unity to a divided world. Out of compassionate concern, I seek to articulate overarching principles and values to which all can subscribe. One of my deep consistent purposes is to create innovative methods for making ideas or principles that serve humanity practically effective. I also try to create conditions of empowerment for others, individually and collectively. Recognizing that

manifesting any vision requires group effort, I engage in continuous work groups, striving to cultivate group synergy for the purpose of building something new and enduring that will benefit humankind. Finally, I am a great listener, compassionate, passionate about new ideas, inclusive in my approach, and clear in my vision. If you have seen me, you have seen a human being who is trustworthy, hard-working, unassuming, genuine, intelligent, humble but effective in every task I undertake, a colleague, a friend, and a leader who uses policies to uplift others rather than to hurt those under me or to aggrandize myself. Meeting me is knowing me a unique human being.