

MARK A. EMMERT
PRESIDENT, NATIONAL COLLEGIATE ATHLETIC ASSOCIATION

OFFICE OF THE PRESIDENT
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PROFESSIONAL EXPERIENCE

2010-PRESENT NATIONAL COLLEGIATE ATHLETIC ASSOCIATION INDIANAPOLIS, IN
PRESIDENT

Chief executive officer for the NCAA, reporting directly to the Association's Executive Committee. The NCAA is a not-for-profit association of colleges and universities that conducts 88 championships in 23 sports in which nearly 55,000 student-athletes compete. The NCAA also develops national policy governing the conduct of intercollegiate athletics in three divisions for more than 1,000 institutions of higher education and more than 400,000 student-athletes.

2004-2010 UNIVERSITY OF WASHINGTON SEATTLE, WA
PRESIDENT AND PROFESSOR, EVANS SCHOOL OF PUBLIC AFFAIRS

Chief executive officer for University of Washington with responsibility for all programs and operations of the University, reporting directly to the Board of Regents. The University of Washington is an AAU research university with annual revenues of approximately \$3 billion, net assets of more than \$3.7 billion and nearly 35,000 full and part-time employees. The University educates over 42,000 regular students and 31,000 extension students and is the national leader among all public universities (2nd among all universities, public and private) in research funding, attracting \$1 billion in grants and contracts per year.

1999-2004 LOUISIANA STATE UNIVERSITY BATON ROUGE, LA
CHANCELLOR AND PROFESSOR, E.J. OURSO COLLEGE OF BUSINESS ADMINISTRATION

Chief executive officer for Louisiana State University, the state's and region's only Research I university. It is a land-grant and sea-grant university, with 31,600 students, research expenditures exceeding \$160 million per year, and a total annual budget of over \$600 million. Direct oversight for all programs and activities of the University. Responsible for leading LSU in its pursuit of national distinction among American research universities. Represented the University to all constituencies including the LSU Board of Supervisors, Governor's Office, State Legislature, Congress, state and national media, governmental agencies, donors and non-profit organizations.

ASSOCIATE/ASSISTANT PROFESSOR, GRADUATE SCHOOL OF PUBLIC AFFAIRS

Taught courses in organization theory and behavior, public policy and administration, public management, higher education policy, and public personnel administration. Chaired and served on committees of numerous Ph.D. students. Conducted applied research with the Center for Public-Private Sector Cooperation regarding local government services. Provided professional training and facilitation services to community groups through the Center for the Improvement of Public Management. Conducted basic research and published numerous articles in these fields.

SPECIAL ASSISTANT TO THE PRESIDENT & AMERICAN COUNCIL ON EDUCATION FELLOW

Assistant to the President of the University of Colorado System while a Fellow with ACE. Served on staff of President and Vice President for Academic Affairs. Member of President's cabinet. Provided policy support in areas of business-university relations, intercampus relations, transfer policies and communication. Worked with Iowa State University's Office of Science Policy on various projects.

ASSOCIATE DEAN, GRADUATE SCHOOL OF PUBLIC AFFAIRS

Responsible for daily administration of academic and student matters in the Graduate School of Public Affairs, a program offering MPA, MCJ, and Ph.D. degrees. Duties included: oversight and coordination of MPA curriculum, course assignment and scheduling, liaison with administrative units of the University and development and implementation of marketing and recruitment activities. Additionally, directed MPA and Executive MPA programs and represented the School to professional and academic communities, including principle representative to NASPAA.

**1983-1985 NORTHERN ILLINOIS UNIVERSITY DEKALB, IL
ASSISTANT PROFESSOR, DEPARTMENT OF POLITICAL SCIENCE**

Taught public policy and administration courses within the Department of Political Science and the Division of Public Affairs. Served on several Ph.D. committees. Conducted research on organization theory, personnel policy and knowledge utilization. Active in departmental governance and committee system. Advisor to numerous students in MPA program.

RESEARCH ASSOCIATE, CENTER FOR GOVERNMENTAL STUDIES

Conducted applied and basic research independently and as part of research teams. Research topics included public-private sector partnerships, structure of organized research units, strategic planning for state and local governments, and biotechnology policy.

1980-1983 SYRACUSE UNIVERSITY, MAXWELL SCHOOL SYRACUSE, NY
UNIVERSITY FELLOW AND RESEARCH ASSISTANT

Conducted research in biotechnology, sociology of science and science policy. Served as teaching assistant in courses on ethics in public administration while a Ph.D. student.

HONORS AND AWARDS

National Academy of Public Administration Fellow
American Council on Education Fellow
J. W. Fulbright Administrative Fellow, Germany, 1991
J. W. Fulbright Senior Administrative Seminar, Former East Germany, 1994
Omicron Delta Kappa Society
Phi Kappa Phi Honor Society
Golden Key Scholastic Honor Society
Alpha Lambda Delta Scholastic Honor Society
Baton Rouge Citizen of the Year 2000, Gambit Magazine
Member of the Connecticut Academy of Arts and Sciences
2003 Good Growth Award: Baton Rouge Business Report & Growth Council
2003 Marketer of the Year, Sales and Marketing Executives Association

PROFESSIONAL ASSOCIATION ACTIVITIES

Council on Foreign Relations
 Higher Education Working Group on Global Issues
Worldwide Universities Network (WUN)
 Chair, WUN Executive Group
The Chronicle of Higher Education and *The New York Times* Higher Education Cabinet
The Washington Center, Council of Presidents
National Security Higher Education Advisory Board, 2005-
Rural Development Institute, Global Center for Women and Land
 Honorary Advisory Council
Association of Pacific Rim Universities, Charter Member, 2005-
Association of American Universities, 2004-
 Co-chair, Tax Issues and College Costs Task Force
Association of Governing Boards of Universities and Colleges
 Council of Presidents, 2005-
Association of Public and Land-grant Universities
 Co-chair, Board on Oceans and Atmosphere
American Council on Education:
 Council of Fellows
 Commission on Leadership and Institutional Effectiveness
NCAA Presidential Task Force on the Future of Intercollegiate Athletics
 Fiscal Responsibility Subcommittee

Pac-10 Conference Chief Executive Officers, 2005-
American Association of Colleges and Universities, 2005-
National Visiting Committee, Arizona State University, 2004-
Chair of President's Council, Southern Universities Research Association, 2001-2002
Executive Council Member, Southern Association of Schools and Colleges, 2000-2004
Executive Committee, Southeastern Conference (SEC), 2002-2004
University Research Association, President Council, 2000-2004
Education Commission of the States, Commissioner for Louisiana, 2000-2004

New England Council of Presidents, 1994-1999
New England Association of Schools and Colleges, 1998-1999

BOARD AND COMMUNITY SERVICE

Washington Council on Aerospace, Member, 2009-
Expeditors International of Washington, Inc., Board of Directors, 2008-
Weyerhaeuser Company, Board of Directors, 2008-
Greater Seattle Chamber of Commerce, Board of Trustees, 2006-
Prosperity Partnership, Co-chair, 2005-
Puget Sound Partnership, 2005-2006
Governor's Global Competitiveness Council, 2005-2006
 Research and Innovation Subcommittee
Seattle Community Development Roundtable, 2005-
University of Washington Medicine Board
William D. Ruckelshaus Center, Advisory Board Member
Josephson Institute of Ethics Board, Former Director
Louisiana Research Park Corporation, Former Director
Shaw Center for the Arts, Former Director
Louisiana Universities Marine Consortium, 2002 Chairman of the Board
Organizing Committee, 2001 Summer National Senior Games
Leadership Member and Campaign Cabinet, Capital Area United Way
Former Board of Directors, Baton Rouge Center for World Affairs
Former Director, Baton Rouge Chamber of Commerce

CONSULTING AND TRAINING

Engaged in consulting and training with a variety of organizations and institutions including:
Association of Governing Boards, San Antonio Art Institute, Colorado State University, Vision
Hispanica, Colorado Governor's Business-Education Summit, Education-Policy Fellowship
Program for the Institute for Educational Leadership, University of Oklahoma, Minnesota State
University System and Rochester Institute of Technology.

INTERNATIONAL EXPERIENCE

Represented American research universities as part of the delegation led by Under Secretary of State for Public Diplomacy and Public Affairs Karen Hughes on a diplomatic mission to India (2007). J. William Fulbright Fellow, U.S.-German International Education Administrators Exchange; J. William Fulbright Senior Administrators Seminar, Eastern Germany; Guest of Ministry of Education, People's Republic of China; Visiting Scholar and Guest of Monash University, Melbourne, Australia. Lectured, taught, conducted training programs and served on official missions in: Hong Kong and Okinawa, Japan, Panama City, Panama and Guam, U.S. Micronesia, Germany, France and Mexico.

EDUCATION

- 1983 Ph.D., Public Administration
 Maxwell School, Syracuse University
- 1976 Master of Public Administration
 Maxwell School, Syracuse University
- 1975 Bachelor of Arts, Political Science
 University of Washington

PUBLICATIONS AND PRESENTATIONS

PUBLICATIONS: Refereed journal articles, monographs, book chapters, technical reports and proceedings.

35. Legos and New Building Blocks: Transforming, Refocusing, and Reallocation Within Universities, *Proceedings*, Association of Research Libraries. Forthcoming.
34. The Tyranny of Our Traditions: Leading Change in Our Colleges and Universities *Trusteeship*, Association of Governing Boards. 6(4), July/August, 1998.
33. Distance Learning Tests America's Higher Education Dominance. *Connection: New England's Journal of Higher Education and Economic Development*. 12(2):20-23, 1997.
32. Public Management in the Future: A Designer's Guide. With M. Crow, in B. Bozeman, et al. (eds.) *Public Management Theory*. San Francisco: Jossey-Bass, 1993. Also published as refereed proceedings (see below).
31. Undergraduate Education at Research Universities in an Era of Declining Budgets. *Proceedings of U.S. and International Water Resources Council*. San Francisco, August, 1993.

30. Public Sector Professionals: The effects of public sector jobs on motivation, job satisfaction and work involvement. *American Review of Public Administration*. 22(1):37-48, 1992. With W. Taher.
29. Public Management in the future: Post-Orthodoxy & Organization Design. *Proceedings: National Public Management Research Conference*. September 21, 1991:351-361. Syracuse University. With M. Crow and R. Shangraw. Republished as chapter in *Public Management Theory*. Jossey Bass
28. Government Supported Industrial Research Institutes in the United States. *Policy Studies Journal*. 19(1):59-74, 1991. With M. Crow and C. Jacobson.
27. Bridging the Gap: Centers and Institutes in Metropolitan Universities. *Metropolitan Universities*. 1(3):41-50, 1991.
26. Research Paradigms and Knowledge Utilization. *Journal of Management Science and Policy Analysis*. 7(4):291-300, 1990.
25. Improving Business-Government Relations: What is the Role and Responsibilities of Schools of Public Affairs. *American Review of Public Administration*. 19(2):163-173, 1989.
24. The Cooperative University Research Laboratory: Policy Implications for Higher Education. *Journal of Higher Education*. 60(4):27-37, 1989. With M. Crow.
23. Public, Private and Hybrid Organizations: An Empirical Examination of the Role of Publicness. *Administration and Society*. 20(2):216-244, 1988. With M. Crow.
22. Public-Private Cooperation and Hybrid Organizations. *Journal of Management*. 13(1):52-64, 1987. With M. Crow.
21. *Annexation Options: Southern Gateway Planning Area*. Center for Public-Private Sector Cooperation, GSPA, University of Colorado at Denver, 1987. Co-authored. Report.
20. *Aspen-Pitken County Consolidation Options*. Center for Public-Private Sector Cooperation, GSPA, University of Colorado at Denver, 1987. Co-authored. Technical Report.
19. Assessing Effectiveness: A Pragmatic Approach for Public Organizations. *State and Local Government Review*. 18(2):82-89, 1986.
18. Policy Analysis and Organizational Structure: The Joint Venture Policy Lab. *Management Science and Policy Analysis*. 4(1):1-8, 1986.

17. Coevolutionary Theory and Bureaucratic Behavior. In E. White (ed.), *Biology and Bureaucracy*. Latham, MA: University Press of American, Inc., 1986.
16. The Sexual Division of Labor in Federal Government. *Social Science Quarterly*. 67(1):143-155, 1986. With G. Lewis.
15. Book Review of Culture and the Evolutionary Process, R. Boyd and P. Richerson, in *Politics and the Life Sciences*. 5(1):151-152, 1986.
14. Public Opinion of Comparable Worth: Some Preliminary Findings. *Review of Public Personnel Administration*. 6(1):69-76, 1985.
13. Ordinary Knowing and Policy Science: Making Ends Meet. *Knowledge*. 7(1): 97-112, 1985.
12. Pay Equity and Politics. *Review of Public Personnel Administration*. 5(3):50-64, 1985. With G. Lewis.
11. Assessing Institutional Fitness: A Population Ecology Perspective on College and University Health. *Planning for Higher Education*. 13(2):14-20, 1985.
10. Biobehaviorism and Small Group Research. *Politics and the Life Sciences*. 33(1):3-27, 1984.
9. Who Pays for Veterans Preference? *Administration and Society*. 16(3):328-345, 1984. With G. Lewis.
8. Interorganizational Management of Research and Development: University-Industry Relations and Innovations. With M. Crow, in B. Bozeman, et al. (eds.), *Strategic Management of Industrial Research and Development*. Lexington, Mass.: Lexington Books, 1984.
7. Revising a College's Planning System: Translating Theory into Practice, *Planning for Higher Education*. 13(1):23-29, 1984. With J. Carrol and B. Skobjak.
6. Book Review of Evolution and Human Nature, R. Morris, in *Politics and the Life Sciences*. 2(1):68, 1984.
5. Public Administration Scholars and Scholarship. *Public Administration Quarterly*. 7(2):241-255, 1983.
4. Veterans Preference and the Civil Service System. Co-authored with G. Lewis, in D. Rosenbloom (ed.), *Centenary Issues of the Civil Service Act of 1883: Annals of Public Administration*. New York:Marcel Dekker, 1982.

3. *Centenary Issues of the Civil Service Act of 1883: Annals of Public Administration.* Assistant editor with David Rosenbloom (ed.). New York: Marcel Dekker, 1982.
2. The Well-Rated Administrator: An Introduction to the Literature of Public Administration. *Journal of Student Financial Aid.* Spring 1981.
1. NDSL Default Rates: A Measure of Administrative Effectiveness, Or Something Else? *Journal of Student Financial Aid.* Fall, 1978.

PAPERS AND PRESENTATIONS: Presented at national and regional meetings, seminars or events.

26. The Tyranny of Our Traditions: Restructuring at the University of Connecticut. Invited presentation at the Summit on Academic Restructuring, Association of Governing Boards, San Francisco, November, 1997.
25. Issues in Affirmative Action at Research Universities. Panel at annual meeting of the National Association of State Universities and Land Grant Colleges Council of Academic Officers. Fairbanks, Alaska, July, 1997.
24. Bridging the Gap Between the Internet and the Humanet: Information Technology on 21st Century Campuses. Presented as a keynote session at the national meeting of the Society for College and University Planning. Chicago, July, 1997.
23. International Forum for World Leaders in Higher Education. Invited participant in round table meeting on the future of higher education, Hong Kong, June, 1997.
22. Research Libraries in the Context of Change. Presented at the national meeting of the Association of Research Libraries. Washington, DC, November, 1996.
21. Lightships and Leaders: Higher Education in the 21st Century. 1994 Montana State University Honors Lecture. Bozeman, Montana, May, 1994.
20. Undergraduate Education at Research Universities in an Era of Declining Budgets. Presented at the national conference of the Universities Council on Water Resources, San Francisco, August, 1993.
19. Public Management in the Future: A Designers Guide. With M. Crow. Presented at the Public Management conference at the Maxwell School, Syracuse University, September, 1992.
18. Outreach Program Models: Diversified Educational Opportunities for Public Service Professionals. Presented at the annual meeting of the National Association of Schools of Public Affairs and Administration, Salt Lake City, October, 1990.

17. Public Policy and Public Management: Never the Twain Shall Meet? With L. deLeon. Presented at the national meeting of the Association for Public Policy Analysis and Management. San Francisco, October, 1990.
16. Faculty speaker/participant in doctoral round table. Annual meeting of the American Society for Public Administration. Miami, April, 1989.
15. Comparison of Government and Industry R & D Laboratories: The Effects of Government on Structural and Procedural Variables. With M. Crow and C. Jacobson. Presented at the joint national meetings of the Operations Research Society of America/The Institute of Management Science. Denver, October, 1988.
14. Market and Government Forces and the Government Supported Industrial Research Institutes. With M. Crow and C. Jacobson. Presented at the national meetings of the Association for Public Policy Analysis and Management Science. Seattle, October, 1988.
13. Universities as Catalysts in Business-Government Relations. Presented at the national meetings of the American Society for Public Administration: Boston, April, 1987.
12. Higher Education and Industrial R & D: Organizational Characteristics of R & D Stimulation. With M. Crow. Presented at the national meetings of the American Society for Public Administration, Anaheim, California, April, 1986.
11. Public, Private and Hybrid Organizations: An Empirical Examination of the Role of Publicness. Presented at the national meetings of the Academy of Management, San Diego, August, 1985.
10. Organized Science and Public-Private Cooperation. Presented at the national meetings of the American Society for Public Administration, Indianapolis, March, 1985.
9. Biotechnology, Innovation and Public Policy: The Case of Organ Transplantation. Presented at the meeting of the Association for Politics and the Life Sciences held in conjunction with the American Political Science Association. Washington, D.C., September, 1984.
8. Politics of Comparable Worth. Presented at the national meeting of the American Political Science Association. Washington, D.C., September, 1984.
7. Interorganizational Relations and the Administrative Role: A Contingency Approach. Presented at the national meeting of the American Society for Public Administration. Denver, April, 1984.
6. Budgetary Implications of Comparable Worth: An Alternative Approach. With G. Lewis. Presented at the national meeting of the American Society for Public Administration. Denver, April 1984.

5. Dependency and Uncertainty in Organization and Action Sets: Comparative Case Studies in Interorganizational Program Management. With M. Crow. Presented at the national meeting of the American Society for Public Administration. New York, April, 1983.
4. Strategic Planning for Interorganizational Research and Development Management. With M. Crow. Presented at the Conference for Industrial Research and Development. Blacksburg, Virginia, May 16-17, 1983.
3. Ordinary Knowledge and Policy Science. Presented at the joint national meeting of The Institute of Management Science/Operations Research Society of America. Detroit, April, 1982.
2. A Biobehavioral Approach to Group Behavior. Presented at the national meeting of the American Political Science Association. Denver, September, 1982.
1. Assessing Organizational Fitness: How Do We Know If We Are Winning Or Losing? Presented at the annual meeting of the New York Political Science Association. Albany, New York, April, 1982.

PERSONAL

Born December 16, 1952, Tacoma, WA
Married to DeLaine S. Emmert
Two adult children (Stephen and Jennifer)