

Gillian Wilson

Dear Members of the South Dakota Board of Regents Presidential Search Committee,

I am writing to express my strong interest in serving as the next President of Dakota State University. DSU stands at a powerful inflection point, rooted in a proud history, nationally recognized for excellence in cyber operations and defense, and poised to expand its impact in applied research, workforce development, and national security. The university's momentum, technological distinctiveness, and deep integration with state priorities resonate strongly with my leadership philosophy and professional mission. My executive experience has been shaped in technically sophisticated and highly regulated research environments, requiring fluency in federal research expectations, compliance, and the partnerships that advance national priorities.

Throughout my career in public higher education, I have been motivated by a central conviction: universities transform lives most effectively when they unite academic excellence, technological innovation, and broad access within a culture of accountability and shared purpose. Institutions thrive when they are clear about who they are, disciplined about where they are going, and bold in pursuing partnerships that amplify their impact. My leadership philosophy is grounded in five commitments: mission clarity, student-centered decision making, disciplined growth, partnership-driven innovation, and visible values-based leadership.

Mission Clarity and Strategic Focus

Strong institutions are unapologetic about their distinctiveness. DSU's identity as a technology-infused university, where cybersecurity, artificial intelligence, digital systems, and applied research intersect with workforce and national security needs, is not simply a niche. It is a national imperative. My approach to presidential leadership begins with ensuring that every strategic decision, including academic program development, faculty hiring, research investment, capital planning, and external engagement, advances the institution's core mission.

In a rapidly evolving technological landscape, relevance must be continuously earned through disciplined strategic planning informed by data and environmental scanning, and shaped by bold imagination. As president, I would work collaboratively with faculty, staff, students, and external stakeholders to refine and operationalize a forward-looking strategic framework that advances DSU's national distinction in cybersecurity, digital forensics, AI-enabled systems, defense research, and technology-integrated education. At the same time, sustaining institutional excellence requires thoughtful right-sizing and mission-aligned investment in education, business, humanities, and other academic programs that are essential to student success, workforce preparation, and the broader educational mission of the university.

Strategic focus also means making principled choices. Growth is powerful when it is aligned and sustainable. Expanding research capacity, strengthening doctoral programs, and investing in innovation infrastructure must be accompanied by strong financial stewardship and a clear articulation of return on investment for students, the state, and partners. My leadership style emphasizes disciplined prioritization, measurable goals, and transparent reporting of outcomes.

Student-Centered Excellence

DSU's mission to prepare cyber-savvy graduates who are problem solvers, innovators, and leaders speaks directly to my belief that student success is the defining measure of institutional effectiveness. Student-centered leadership goes beyond retention metrics. It requires designing academic and co-curricular experiences that cultivate resilience, ethical reasoning, technical mastery, and a sense of belonging.

I believe student success rests on three pillars: access, engagement, and outcomes.

Access requires removing barriers and creating pathways for students from diverse backgrounds, including first-generation, rural, and underrepresented students. DSU's mission as a public university in a rural state highlights the importance of ensuring that technological excellence is not limited to those with privilege or proximity.

Engagement requires meaningful connections between students and faculty, experiential learning, research participation, internships, and industry collaborations. DSU's applied research platforms and industry partnerships are powerful differentiators. Expanding opportunities for undergraduate research, cyber competitions, defense-related internships, and entrepreneurship experiences will deepen learning and strengthen workforce readiness.

Outcomes must remain central. A 99% placement rate is a remarkable achievement. Sustaining and strengthening that record requires close collaboration with employers, advisory boards, and industry leaders to ensure curriculum remains aligned with evolving technological demands. As president, I would prioritize regular employer engagement, expanded co-op models, and structured pathways from classroom to career.

Disciplined Growth in Research and Innovation

DSU's national recognition as a NSA-designated Center of Academic Excellence in Cyber Operations, Cyber Defense, and Cyber Research places it in a rare and distinguished category. Expanding this research enterprise while preserving its agility and mission alignment represents one of the university's greatest opportunities. DSU's investments in applied research infrastructure, including the Beacom Institute of Technology and the expansion of applied research capacity into Sioux Falls, demonstrate a clear execution focused strategy to align technical excellence with workforce development and national security priorities.

My philosophy of research growth emphasizes integration rather than fragmentation. Research expansion should strengthen teaching, enhance student opportunity, and address real world challenges facing the state and nation. Strategic partnerships with federal agencies, defense entities, and industry leaders can accelerate DSU's research portfolio while reinforcing its national security mission. This kind of growth also depends on strong technical and operational foundations in research administration, compliance, and regulated research environments.

At the same time, growth must be supported by strong research administration, compliance infrastructure, and talent recruitment strategies. Competitive institutions invest in faculty development, grant support systems, and interdisciplinary collaboration platforms. DSU's size

and culture present an opportunity to foster cross college collaboration in ways that larger institutions often struggle to achieve.

Innovation also extends beyond sponsored research. Entrepreneurship ecosystems, technology transfer, and applied problem-solving partnerships with regional employers can drive economic development across South Dakota. DSU is uniquely positioned to serve as a technology engine for the state, advancing cybersecurity resilience, supporting digital transformation of rural communities, and strengthening public-private collaboration.

Partnership-Driven Impact

Public universities flourish when they are deeply embedded in their communities and responsive to state priorities. DSU's relationship with Madison and the broader South Dakota region is a defining strength. As president, I would view myself as both a campus leader and an ambassador, actively cultivating relationships with legislators, business leaders, federal partners, alumni, and philanthropic supporters.

Partnership building requires authenticity, consistency, and clarity of purpose. I believe in listening first and in understanding the needs of state agencies, K-12 systems, industry leaders, and military stakeholders before designing collaborative initiatives. Strategic MOUs, joint research ventures, workforce pipelines, and co-investment models can significantly amplify institutional capacity. In addition, I have developed and piloted financial innovation approaches that build thematic networks of mission-aligned investors to complement traditional philanthropy and sponsored research, aligning external capital with institutional priorities.

Philanthropy is another vital dimension of partnership. Building a culture of philanthropy requires more than fundraising goals. It demands a compelling narrative about impact. Donors invest where they see alignment between mission and measurable outcomes. By articulating DSU's national security relevance, workforce impact, and student success story, we can strengthen donor engagement and expand private support for scholarships, endowed faculty positions, and research infrastructure.

Visible, Values-Based Leadership

The DSU profile emphasizes presence, accessibility, and engagement. I share the belief that presidential leadership must be both strategic and personal. Visibility on campus, attending student events, meeting with faculty, engaging staff, and celebrating achievements, builds trust and strengthens culture. Transparency in decision making fosters confidence and collective ownership of institutional direction.

Shared governance is essential to institutional health. Faculty expertise, staff insight, and student perspectives enrich strategic planning and implementation. My leadership approach emphasizes clear expectations, open communication, and empowerment of talented teams. When leaders articulate a compelling vision and provide the resources and autonomy necessary for execution, institutions move forward with energy and coherence.

At the same time, presidential leadership requires courage. Higher education faces complex challenges including public scrutiny, financial pressures, rapid technological change, and evolving regulatory landscapes. Leaders must communicate clearly about constraints, make difficult decisions when necessary, and remain anchored in institutional values.

Integrity, inclusion, and accountability guide my leadership. I believe that excellence and access are not competing priorities; they are mutually reinforcing. Institutions that cultivate diverse talent, foster inclusive excellence, and uphold high standards are stronger and more innovative.

Priorities for the First Years

If entrusted with the presidency, my early priorities would include:

- 1) Engaging campus and external stakeholders in refining a focused and forward-looking strategic plan aligned with DSU's technological mission.
- 2) Strengthening research growth infrastructure and expanding federal and defense partnerships consistent with national security priorities.
- 3) Enhancing student success initiatives, including experiential learning pathways and industry aligned curriculum review.
- 4) Advancing a comprehensive enrollment strategy integrating online innovation, regional outreach, and workforce aligned program development.
- 5) Expanding philanthropic engagement and state partnerships to support capital projects, applied research growth, and scholarship access.
- 6) Reinforcing a culture of transparency, accountability, and shared governance.

I recognize that DSU is entering a period of leadership transition in which the President and Chancellor will work closely together, and I am fully prepared to collaborate productively within a clearly defined governance structure to ensure continuity, stability, and forward momentum.

DSU's motto, "We Are Rising", captures both aspiration and momentum. Rising institutions do not do so by accident, but rather through clarity of purpose, disciplined execution, and a shared commitment to excellence. DSU's blend of technological distinction, student centered culture, and regional impact presents a rare opportunity to shape the future of public higher education in a digital age.

Through my son, a graduate of DSU's Cyber Operations program (Class of 2025), I have gained first-hand perspective on the university's academic rigor, student experience, and the Madison community. I would be honored to partner with the Board of Regents, Chancellor Griffiths, the DSU community, and the citizens of South Dakota to advance this vision. Thank you for your consideration and for your stewardship of this remarkable institution.

Sincerely,

Gillian Wilson

GILLIAN WILSON

EXECUTIVE PROFILE

Transformational research university executive and nationally recognized scientist with extensive experience leading research growth, innovation ecosystems, economic development, and interdisciplinary academic strategy at public R1 institutions. Proven ability to translate vision into measurable outcomes, build strategic federal and industry partnerships, elevate philanthropy, and lead complex organizations with transparency and accountability.

Led UC Merced's successful Carnegie R1 classification strategy, oversaw a 95% increase in research expenditures, secured major federal and foundation investments, and built innovation infrastructure driving regional economic growth. Recognized national leader in research administration, STEM workforce development, and inclusive excellence.

I. STRATEGIC & VISIONARY UNIVERSITY LEADERSHIP

Vice Chancellor for Research, Innovation & Economic Development

University of California, Merced (2022–Present)

- Primary executive overseeing the university-wide research, innovation, and economic development enterprise.
- Led institutional strategy resulting in Carnegie R1 “Highest Research Activity” classification (2025).
- Oversaw 95% increase in Higher Education Research and Development (HERD) expenditures over three years.
- Serves on Council of Vice Chancellors for Research and Academic Planning Council (University of California system-level strategy).
- Serves as UC Merced's Research Integrity Officer (RIO) and oversees Office of Research Compliance and Integrity. Responsible for research misconduct investigations, export control, research integrity, responsible conduct in research training, and related compliance obligations.
- Oversaw establishment of five new interdisciplinary centers and institutes and developing strategic plan for the Office of Research and Economic Development.
- Executive co-sponsor of campus-wide AI Advisory Council integrating AI across research, teaching, and administration.

Senior Associate Vice Chancellor for Research & Economic Development

UC Riverside (2018–2022)

- Senior leadership role in delivery of \$150M Multidisciplinary Research Building.
- Developed cross-disciplinary initiatives increasing extramural funding.
- Oversaw biosafety labs and life sciences incubator expansion.

Institutional Scope & Authority

UC Merced

- Cabinet-level executive with responsibility for the research, innovation, and economic development enterprise supporting approximately \$100M annually in HERD expenditures.
- Direct management of more than 100 professional staff, with indirect oversight of faculty leaders, center directors, and project personnel across the institution.
- Oversight of permanent and temporary operating funds, including a \$20M annual Office of Research and Economic Development budget and a \$2M annual Agricultural Experiment Station budget.
- Oversight of \$15M in State of California Climate Action one-time funding, directing strategic investment in competitive climate action seed funds and launching the UC Merced Earth Institute and the Field Education and Research Center (FERC).
- Secured and managed more than \$12M in administrative and institutional awards from NSF, NIH, UCOP, and national partners to build research translation, innovation, compliance, and workforce infrastructure.

Relevance to DSU Presidency:

Demonstrated ability to elevate an institution's research profile, manage strategic growth during pivotal moments, and align research expansion with workforce and economic priorities, directly aligned with DSU's trajectory in cybersecurity and applied research.

II. RESEARCH EXPANSION, FEDERAL PARTNERSHIPS & NATIONAL SECURITY

- Provides senior leadership for the development and expansion of the university's federal research portfolio, including active engagement with DoD, DOE, NSF, NIH, USDA and NASA.
- Serves as the primary UC Merced lead for institutional engagement with Lawrence Livermore National Laboratory, driving development of collaborative research

priorities, facilitating faculty participation in national laboratory programs, and organizing director level site visits. Leading development of a formal strategic partnership agreement, with anticipated signing in April 2026.

- Principal Investigator on a \$6M National Science Foundation Accelerating Research Translation proposal (pending), in partnership with Arizona State University and Lawrence Livermore National Laboratory, advancing regional research translation and innovation capacity across the western United States.
- Serves as faculty liaison to the Federal Demonstration Partnership (FDP), supporting streamlined, compliant, and efficient federal research administration.

UC Merced | Research Integrity & Compliance

- Management of research misconduct cases, including preliminary assessment, inquiry coordination, investigation oversight, and federal agency notification and reporting, in accordance with applicable federal regulations.
- Export control review for research agreements, international collaborations, visiting scholars, and controlled technologies.

UC Merced | New BSL-3 Laboratory

- Oversight of the opening and transition to operations of a new Biosafety Level 3 (BSL-3) laboratory, including regulatory approvals, staffing readiness, operational policies, and handoff from construction to active research use.
- Coordination of biosafety, security, compliance, and facilities functions to support sustained regulatory compliance and operational continuity.

UC Riverside | Multidisciplinary Research Infrastructure & Regulated Facilities

- Served as director of a \$150M Multidisciplinary Research Building, overseeing the relocation and integration of 50 faculty members and their research laboratories, and established building governance and operations policies.
- Oversaw the opening and commissioning of new \$8M Biosafety Level 3 (BSL-3) Citrus Research Laboratory, supporting federally regulated research aimed at addressing Huanglongbing (citrus greening disease).
- Oversaw the opening and transition to operations of a \$5M Life Sciences Incubator, the only wet-lab incubator in inland Southern California.

Relevance to DSU Presidency:

Demonstrated experience expanding federal research partnerships, leading national laboratory engagement, and overseeing regulated and security-sensitive research environments directly aligns with DSU's NSA designation, national security mission, and ambitions for growth in federally sponsored research.

III. INNOVATION, ENTREPRENEURSHIP & ECONOMIC DEVELOPMENT

- Oversight of Central California Small Business Development Center network serving 14 counties. Selected outcomes over the past 18 months:
 - 6,202 clients served
 - 445 new businesses launched
 - 20,600 jobs supported
 - \$141.2M capital infusion
 - \$1.5B client revenue generated, supporting workforce development, small business growth, and economic diversification in a predominantly rural, agriculture-based regional economy.
- Secured and managed \$2M+ innovation & entrepreneurship funding (UCOP).
- Principal Investigator (PI) for Blackstone LaunchPad and NSF I-Corps grants supporting faculty, staff and student entrepreneurship.
- Created innovation seed funds and proof-of-concept programs.

UC Merced | Selected Partnership Development

- Executed a partnership agreement with UC Berkeley to manage equity resulting from UC Merced intellectual property (IP).
- Provided executive oversight for the development and execution of a formal memorandum of understanding with the Almond Board of California, establishing an applied research partnership aligned with industry priorities.
- Partnered with *NatureBridge*, a national nonprofit delivering environmental science education through National Park Service sites, to support *Bobcat Nature!*, enabling immersive, overnight educational experiences that strengthen student belonging, persistence, wellbeing, and engagement.
- Providing executive oversight for the UC Merced Vernal Pools and Grassland Reserve Field Education and Research Center (FERC), a \$4.8M initiative supporting

applied research, experiential education, and external partnerships, with anticipated opening in spring 2026.

- Providing executive oversight for the launch of a Capital Access Center, working closely with the Director of the Small Business Development Center network to expand financing pathways and regional economic impact.
- In partnership with University of California Agriculture and Natural Resources (UC ANR), piloting a novel financial innovation model that builds thematic networks of mission-aligned investors to support research, innovation, and translational activity in climate, nature, agriculture, and water.

This approach adapts investment-network strategies previously used by foundations and family offices to a university research context, with the goal of diversifying revenue streams and aligning external capital with institutional research priorities.

Partnership Leadership Context

Partnership leadership spans statewide academic systems, industry and nonprofit organizations, national laboratories, and peer universities, advancing applied research, workforce development, and regional economic growth. These partnerships are intentionally designed to translate research capacity into economic opportunity in a rural-serving, agriculture-based regional context, reinforcing place-based innovation and long-term institutional impact.

Relevance to DSU Presidency:

Experience advancing applied research, workforce pipelines, and economic development in a rural-serving regional economy closely parallels DSU's mission to support South Dakota through place-based growth and workforce-aligned innovation.

IV. STUDENT-CENTERED LEADERSHIP & ACADEMIC EXPERIENCE

- Led development and launch of ¡Bobcat Nature!, a signature first year overnight outdoor experience in Yosemite National Park, strengthening student belonging, mental health, and retention through coordinated leadership across enrollment management, student affairs, academic leadership, and undergraduate education, and designed as a scalable experiential learning model.
- Regular presence at recruitment events, student engagement forums, and board interactions.
- Former Interim Divisional Dean of Physical Sciences and Mathematics at UC Riverside overseeing 120 faculty and full academic portfolio.

- Deep involvement in faculty merit, tenure, curriculum, and shared governance.
- Faculty lead for graduate instruction in Responsible Research and Ethics.

UC Riverside | Teaching & Engagement Scope

- Undergraduate and graduate teaching experience, including large-enrollment lecture courses serving up to 570 students.
- Public-facing educational initiatives in science and data-driven research reaching 50,000+ students and community members.

Relevance to DSU Presidency:

Demonstrates understanding of enrollment, retention, student success, and experiential learning, central to DSU's mission.

V. TEAM BUILDING, SHARED GOVERNANCE & TRANSPARENT MANAGEMENT

- Co-Chair of the EVC and Provost Search at UC Merced, leading search process design, faculty and administrative consultation, and finalist evaluation in partnership with campus leadership.
- Co-Chair of the Joint Senate and Administration Financial Management Task Force at UC Merced, working with the Academic Senate and central administration to review financial models and develop shared recommendations.
- Manages a centralized research administration team at UC Merced, leading staff within a centralized model, clarifying roles and expectations across units, and serving as the final escalation point for cross-unit coordination and conflict resolution.
- Chair of the Executive Committee of the College of Natural and Agricultural Sciences at UC Riverside, leading college-level academic governance including review and approval of academic programs, policies, and resource priorities.
- Leads large multi-institutional astrophysics research teams, directing collaborative international scientific efforts spanning multiple universities and coordinating scientific priorities, roles and timelines across faculty, postdocs, and students.

Relevance to DSU Presidency:

Demonstrated ability to lead through shared governance, manage complex academic and administrative teams, and coordinate multidisciplinary scientific efforts in support of visible, trusted, and execution focused presidential leadership at a technology driven public university.

VI. PHILANTHROPY & FOUNDATION ENGAGEMENT

- Senior leader in the cultivation and securing of more than \$2M in foundation support, including \$1M awards from the David and Lucile Packard Foundation and the Gordon and Betty Moore Foundation, advancing institutional research capacity and innovation priorities.
- Played a central role in shaping philanthropic strategy, working with campus advancement leadership to identify funding opportunities, develop cases for support, and align faculty-led initiatives with donor interests.
- Worked in partnership with advancement and senior leadership to align institutional foundation awards secured by UC Merced, including faculty led awards from the W. M. Keck Foundation, with research, innovation, and economic development priorities, supporting donor stewardship, reporting, and future cultivation efforts.
- Actively developing and cultivating new philanthropic relationships through meetings with three prospective donors, including two foundations with no prior funding relationship with UC Merced and one member of the UC Merced Board of Trustees, to advance future institutional support.
- Since achieving Carnegie R1 status, has placed increased strategic emphasis on philanthropy, engaging external partners to align donor interest with the university's elevated research profile and long-term priorities.
- Represented the university in state- and regionally focused innovation, research, and economic development forums, including convenings with state economic development leaders, industry partners, and higher-education consortia, addressing workforce development, applied research, and economic diversification in rural-serving regions.

Relevance to DSU Presidency:

Demonstrated readiness to cultivate new philanthropic relationships, engage trustees and major foundations, and integrate philanthropy with institution level research, innovation, and economic development strategy, capabilities essential to advancing DSU's mission, infrastructure, and long-term sustainability, particularly in rural serving, workforce focused regional contexts.

VII. NATIONAL RECOGNITION & ACADEMIC DISTINCTION

- Fellow, American Association for the Advancement of Science (AAAS), 2024
- Fellow, American Astronomical Society (AAS), 2023
- Fellow, American Physical Society (APS), 2021

National recognition reflects sustained contributions to research leadership, interdisciplinary collaboration, and service to the academic community.

Relevance to DSU Presidency:

National peer recognition reflects credibility with faculty, external partners, and national research leaders, essential for representing DSU with authority and trust in competitive academic, governmental, and industry facing environments.

VIII. EXTERNAL LEADERSHIP, PUBLIC ENGAGEMENT & REPRESENTATION

- Regularly represents the university to external audiences, including government agencies, industry partners, philanthropic organizations, and community leaders, communicating institutional research priorities and public impact.
- Invited speaker at national and international forums on research leadership, innovation, and higher education strategy, including events convened by federal agencies, research consortia, and policy-focused organizations.
- Experienced communicator with non-specialist audiences, translating complex scientific and institutional issues for public, media, and stakeholder settings.
- Engages effectively with boards, advisory committees, and external stakeholders, supporting institutional trust, visibility, and alignment.

Relevance to DSU Presidency:

Demonstrated capacity to represent DSU publicly, articulate institutional priorities to diverse audiences, and build trust with external stakeholders, an essential function of the presidency in a nationally visible, security focused university.

IX. EDUCATION & LEADERSHIP DEVELOPMENT

- Ph.D., Physics, Durham University, U.K.
- B.Sc., Physics (First Class Honours), University of Glasgow, U.K.
- Executive Leadership in Academic Technology, Engineering and Science (ELATES) Fellow
- Association of Public and Land-Grant Universities (APLU) Research Leader Fellow

Executive & Presidential Leadership Preparation

- Harvard Graduate School of Education Institute for Educational Management (IEM), (2024)

- American Association of State Colleges and Universities (AASCU) Millennium Leadership Initiative (2025–26 cohort)

Relevance to DSU Presidency:

Formal preparation in executive and presidential leadership complements on-the-ground experience, supporting thoughtful decision-making, institutional stewardship, and readiness to lead DSU through its next phase of growth and change.

X. FACULTY APPOINTMENTS & SCHOLARLY LEADERSHIP

Professor of Physics (2007–present)

University of California, Merced (2022–present); University of California, Riverside (2007–2022)

- Recognized scientific leader in cosmology and galaxy evolution, with sustained international collaboration.
- Secured more than \$12M in competitive research support and telescope time from NSF, NASA, and other federal sponsors.
- Extensive experience mentoring undergraduate, master’s, and doctoral students,
- Author or co-author of 140+ peer-reviewed publications; full publication list available upon request.

Selected National Leadership and Advisory Roles Reflecting Peer Trust and External Governance Experience

- Reviewer, NASA James Webb Space Telescope (JWST) proposals
- Chair, Euclid NASA Science Center User Panel
- Chair, Mid-Decadal Management Review, National Radio Astronomy Observatory
- Chair, University of California Observatories Advisory Committee
- Member, Gemini Observatory Science and Technology Advisory Committee

Selected Scholarly Contributions in Education & Research Leadership

- De Leo-Winkler, M. A., Wilson, G., Green, W., Chute, L., Henderson, E. & Mitchell, T. (2019). *The vibrating universe: Astronomy for the deaf*. Journal of Science Education and Technology, 28(3), 222–230
- De Leo-Winkler, M. A., Canalizo, G., & Wilson, G. (2017). *Astrophotography as a portal for engaging non-STEM majors in science*. International Journal of STEM Education, 3:20

- *Carter, J. R., Delahanty, D. L., Strasser, J. E., Knoedler, A. J., Wilson, G., Davis, R. K., & Engel, D. (2019). Operational and fiscal management of core facilities: A survey of chief research officers. Journal of Research Administration, 50(3)*

Prior Academic Appointments

Canadian Institute for Theoretical Astrophysics (CITA); University of Hawai'i; Brown University; Spitzer Science Center / Caltech

Relevance to DSU Presidency:

A sustained scholarly record and deep engagement in national scientific service establish credibility with faculty and research leaders, reinforcing the ability to lead DSU as a president grounded in academic values and shared governance.

Appendix A: Selected Administrative & Institutional Awards (PI / Lead Roles)

UC Merced

- ART Track 2: GROW – Delivering Western U.S. Innovation for National Security and Economic Advantage, National Science Foundation (NSF) Accelerating Research Translation (ART), PI, \$6M (*pending*)
- From Discovery to Societal Impact: Jumpstarting Innovation, Entrepreneurship and Investing at UC Merced, University of California Office of the President (UCOP), PI, \$2M
- UC President's Proof of Concept Funds, UCOP, PI, \$200K
- UC Merced Climate Action Innovation & Entrepreneurship Hub, UCOP, PI, \$1M
- Innovation Corps – National Innovation Network Nodes (Type I): UC Merced I-Corps, National Science Foundation (NSF), PI, \$480K
- Blackstone LaunchPad, PI, \$680K

UC Riverside

- Innovation Corps – National Innovation Network Nodes (Type I): UCR EPIC I-Corps Site, National Science Foundation (NSF), Co-PI, \$500K; Supplemental funding Co-PI, \$100K
- NIH Sponsored Programs Administration Development (SPAD) Program, Lead for UCR mentor team, \$875K
- Blackstone LaunchPad, Co-PI, \$555K