

***CURRICULUM VITAE***

**Ralph W. Kuncel**

**Administrative Accomplishments**

**May 2012**

**Ralph W. Kuncl**

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**CURRENT POSITION:**

**Provost and Executive Vice President, University of Rochester** (2007-present)

**Professor of Brain & Cognitive Sciences and Neurology, University of Rochester** (2007-present)

**FORMER POSITIONS:**

**Vice Provost, Johns Hopkins University** (2001-2002); **Professor of Neurology and Cellular and Molecular Medicine**, Johns Hopkins University School of Medicine (1983-2002); and **Director, Neuromuscular Laboratory**, Johns Hopkins University School of Medicine (1998-2001)

**Provost, Professor of Biology**, Bryn Mawr College (2002 - 2007); and **Professor of Neurology**, **University of Pennsylvania** School of Medicine (2002 - 2007)

**EDUCATION:**

**AB** Occidental College (magna cum laude, Phi Beta Kappa, with department honors) (1970)

**PhD** University of Chicago, Division of Biological Sciences (Experimental Pathology) (1975)

**MD** University of Chicago, Pritzker School of Medicine (1977)

**PROFESSIONAL TRAINING AND PREVIOUS ACADEMIC APPOINTMENTS:**

1970-1980 **University of Chicago, Division of Biological Sciences:** Fellowship, Medical Scientist Training Program (1970-77); Teaching Assistantship, Cellular Pathology (1974); Residency, Departments of Medicine and Neurology (1977-80)

1976 **National Hospital at Queen Square, London:** Postgraduate Course

1980-1983 **The Johns Hopkins University, Department of Neurology:** Research and Clinical Postdoctoral Fellowships in Neuromuscular Diseases

1983-2002 **The Johns Hopkins University, School of Medicine:** Assistant Professor of Neurology (1983-88); Associate Professor of Neurology (1989-95); Professor of Neurology (1996-2002), Pathology (1999-2002), and the Graduate Program in Cellular and Molecular Medicine (1996-2002)

1996 **Executive Medical Business Graduate Certificate**, Johns Hopkins University

2000-01 **Fellowship, American Council on Education**

**ACCOMPLISHMENTS:**

- Cultivation and stewardship of multi-million dollar major gifts, major donor prospects, and multiple major grants from private foundations and federal agencies
- Leader of a successful three-way corporate/university/state alliance to establish a Health Sciences Center for High Performance Computational Innovation, with the goal of \$100 Million investment
- Expertise in technology transfer, commercialization policy, and implementation
- National leadership in undergraduate higher education reform and college affordability
- 10 years provostial experience on multiple COFHE campuses
- Editorial leadership, #1 international clinical neuroscience journal
- Performing musician
- Founder of community initiatives

## NATIONAL LEADERSHIP and ADMINISTRATIVE ACCOMPLISHMENTS

### Vice Provost (2001-2002) and Professor (1983-2002), Johns Hopkins University

#### *Accomplishments:*

**Established the first-ever provost-level portfolio for undergraduate education** at the “first research university in America.” Conceived and led its Commission on Undergraduate Education in strategic re-envisioning for the next quarter century; responsible for leading off the re-accreditation process thematically along the lines of: 1) raising the value of undergraduate education; 2) increasing the diversity of students and curriculum; 3) integrating the intellectual and social lives of undergraduates; 4) improving and rewarding undergraduate teaching, especially TA training and assessment; 5) enhancing international dimensions of undergraduate education; and 6) advising and career support.

- **Responsible overall for academic issues across the five schools that grant undergraduate degrees** (Arts and Sciences; Engineering; Peabody Conservatory of Music; Nursing; and Professional Studies in Business and Education).
- **Created and chaired the first undergraduate Enrollment Management Team** on the Homewood Campus to lead Admissions, Financial Aid, and the Deans of Engineering and A&S in enrollment policy and practice.
- **Fundraising experience:** Created personally a dozen higher education funds at Johns Hopkins University and other named funds for nonprofit community groups, including the multimillion dollar Cal Ripken/Lou Gehrig Fund for Neuromuscular Diseases (encompassing development of prospects, solicitation of gifts, and stewardship).
- **Mentored students** to write a business plan to create *Prometheus*, an undergraduate and graduate philosophy journal; honored by inaugural volume dedication.
- **Published national comparative research on federal under-investment in research** within higher education, as compared with health care and defense.
- **Director of Johns Hopkins University Neuromuscular Laboratory**, a federal and state (CLIA) certified pathology laboratory; responsible for a research and service pathology budget of up to \$1,000,000/year and for overseeing the quality of technical and professional faculty and staff. Redefined the operational structure to become profitable; created its first electronic clinical database.
- **Associate Editor**, *Annals of Neurology* (1997-2002) (#1 of 120 leading neuroscience journals worldwide, according to impact factor by Institute for Scientific Information).
- **Chair**, Neurosciences Performance Improvement Committee, Johns Hopkins Hospital (1997-2001); responsible for utilization management, risk management, performance improvement, and faculty credentialing for Neurology and Neurosurgery Departments.
- **Co-Chair** (1992-93) and **Chair** (1997-98), Neurosciences Surplus Distribution and Academic Performance Committee; achieved the design of the first departmental incentive and performance assessment plan.
- **Organizational:** Created the Motor Neuron Study Group at Johns Hopkins University, a multidisciplinary group representing 8 departments with 40 participants, 1996-2002.

## **Provost, Professor of Biology, Bryn Mawr College (2002 - 2007)**

Bryn Mawr is a classic research-intensive liberal arts college in the scholar/teacher model, with an endowment of >\$600 M and an annual budget of ~\$100 M. As CAO, I was responsible for the academic budget; received direct reports of 3 deans and faculty in 2 graduate schools (including 9 PhD programs and a professional school of social work); responsible for the undergraduate college with its dean and 160-plus faculty; also oversaw a child development institute, experimental lab school, institutional research, and the nation's first and foremost post-baccalaureate premedical program.

### ***Accomplishments:***

- **Tripled federal research funding for faculty** while preserving academic programs, controlling academic expenditures, and decreasing the size of the central administration.
- **Fundraising:** Engagement with major (science) donors and all alumnae in the \$225-M capital campaign at Bryn Mawr.
- **Sponsored or coauthored several funded multimillion-dollar institutional grants to HHMI and NSF, as well as a \$2-M endowment grant from the Mellon Foundation** to create a tri-college partnership supporting professorships in Arabic and Middle East/Islamic Studies at Bryn Mawr, Haverford, and Swarthmore Colleges.
- **Substantial accomplishments in diversity and inclusiveness**, establishing a distributed function of diversity leadership; hired more than one-third of entire faculty, with 63% of hires women and 36% persons of color.
- **Focused on planning**, including creation of a transition plan for an enriched sabbatical leave policy, and a method for reassessment of the strategic plan as a process for regional re-accreditation.
- **Enriched the full spectrum of faculty career development**, through increased incentives for junior faculty research, enhanced leadership development for faculty chairs, systematic retirement planning, and improved quality of emeritus life.
- **Led the creation of new interdisciplinary programs** in Middle East/Islamic Studies, Geoarchaeology, and International Studies.
- **Created a partnership with Harvard University Press** to publish Bryn Mawr's distinguished Flexner Lectures.
- **Helped solve a \$5-M budget deficit** through cost reductions, reduction in staff force, right-sizing faculty strength and course enrollments, and private foundation grants.
- **Assessed the quality of all graduate programs.**
- **Revised post-tenure professorial merit system.**
- **Created faculty research project on how to evaluate electronic scholarship, funded by NITLE (Mellon).**

## **Provost and Executive Vice President, University of Rochester (2007-present)**

Responsibility for the academic integrity of the University of Rochester entails oversight of the deans and directors of the Eastman School of Music, the William E. Simon School of Business Administration, the Margaret Warner Graduate School of Education and Human Development, University Information Technology, River Campus Libraries, the Center for Entrepreneurship, the Memorial Art Gallery, and the National Laboratory for Laser Energetics but also university-wide initiatives in technology transfer, sustainability, diversity, and multidisciplinary. Relationships with the deans of the School of Medicine and Dentistry, the School of Nursing, and the CEO of the University of Rochester Medical Center are close and parallel, as the Provost is also the Chief Research Officer of the University. As an officer of the University, I also have natural roles to play in quality assurance, risk management, and medical legal issues, and serve as the final university-wide adjudicator of grievances. With the President and Chief Financial Officer, I am one of three who approve and administer the \$2.7-billion-plus budget of the University, including the Medical Center. The Provost/EVP regularly acts as the President in his absence.

### ***Accomplishments:***

- **Created a \$100-M three-way alliance among IBM, the State of NY, and a consortium of more than 400 scientists** in the schools of Arts & Sciences, Hajim School of Engineering, and the School of Medicine and Dentistry to establish a high-performance computational center in life sciences (see below).
- **Technology Transfer and Commercialization:** Leads tech transfer function for the University of Rochester, the #2 in the nation in revenue on a per capita basis; **chaired new Technology Transfer Policy Committee**, rewriting metrics, reorganizing organizational structure (offices, web presence, annual reports), and leading its review by a blue ribbon panel of trustee experts and external entrepreneurs (2007-present); **created an Entrepreneurship and Technology Hub within the University** to coordinate activities during the comprehensive campaign (2010-present); **created and chaired a National Technology and Innovation Advisory Network** of major donors and technical advisors with expertise in enterprise formation (2011-present); convened a **Business-University Summit** (2011-12) to negotiate differences between perspectives of community business entrepreneurs and university technology commercialization professionals.
- **Formed a new Technology Development Fund and chaired its Executive Committee:** This \$250,000 venture (with aspirations as a multimillion-dollar vehicle) is a philanthropy-driven fund, which intends to grant seed money (\$40-100,000) to entrepreneurial investigators early in their process of bringing a nascent discovery toward marketability. Its purpose is to close the gap between the stage of the discovery itself and the demonstration of its attractiveness to angel investors – the so-called valley of death. The intent is that the Fund will become evergreen through paybacks from the start-up ventures and royalties it generates and by continued philanthropy, so that eventually it will be able to fund 6 to 10 ventures per year.
- **Redesigned and renovated an 1857 historic landmark mansion as the Provost's home, to bring it back on line for university advancement purposes and to enhance faculty and staff community**, hosting more than 50 university events annually (2007).
- **Led successful advancement events for major donor prospects and alumni** from all schools of the University (in Boston, NY City, Naples, Miami/Palm Beach, Southern California, San Francisco, and Seattle).
- **Created the first-ever mission statement for the University of Rochester in 161 years:** Designed and led the creative and consultative process leading to an authentic, signature, mission statement of only 10 words that serves as the rhetorical basis for a comprehensive campaign: “Learn, Discover, Heal, Create — And Make the World Ever Better.”

- **Responsible for faculty diversity initiatives, 2007-present**, leading in assessment and culture-changing procedures. Chaired and designed national searches resulting in the hire of three senior women leaders, including Dean of the School of Nursing, Vice Provost/Dean of River Campus Libraries, and Vice Provost for Diversity and Faculty Development, raising the latter two to cabinet-level positions. Toured 10 national corporations to consult with their diversity leaders. Developed campus climate survey and promotional faculty search materials about family friendly practices. Administered Special Opportunities Fund for faculty hiring that promotes diversity and inclusiveness.
- **Created Provost's Multidisciplinary Award Fund of \$250K** annually to promote inter-school faculty research initiatives (2008-present).
- **Created first annual "Celebration of the Book,"** feting all faculty authors (2008-present), and offering subventions for first scholarly books by authors in humanities and humanistic social sciences.
- **Founded the "Provost's Circle" honoring scholar athletes (2008-present).**
- **Led the process of forming and chaired a new University Council on Sustainability (2008-present).**
- **Created and Chaired a New Deans' Committee on Administrative Practices**, writing policy on progressive discipline, standard contract guidelines, and retirement planning (2007-present).
- **Convened new Working Group on Copyright (2008).**
- **Created the first Council of Senior Deans at the University of Rochester (2009-present).**
- **Enhanced the new faculty orientation** to a highly successful extended program entitled "UR Year One," including teaching and learning, diversity, research resources at Rochester, tenure and promotion, among other topics.
- **Created the New Leaders Program**, an in-house leadership training program for new chairs and deans, including such topics as budget management, responsibilities of chairs in research, dealing with difficult persons, and diversity and recruitment.
- **Developed and launched at the University of Rochester a new collaborative, national, interactive leadership workshop**, in cooperation with the American Council on Education, Rochester Institute of Technology, and Syracuse University, entitled "Leading Your Department Into the Future: A Leadership Program for Chairs, Heads, and Directors;" inaugural session June 9-11, 2010.
- **Chaired the Data Security Task Force**, developing policies on confidential information, sensitive personal financial information, and HIPAA, and developing an operational plan in case of IT security breach (2007-present).
- **Created and chaired a new Information Technology Steering Group to govern IT university-wide and prioritize strategies, budget, and implementation decisions (2009).**
- **Chaired the Conflict of Interest Committee (2007-present)** in writing new policies on conflicts of interest related to financial engagements, research, drugs, devices, and procurement; responsible for individual and institutional conflict of interest management plans.

## **Other National Roles in Higher Education:**

**Review Team** for decennial accreditation of **Dartmouth College** by the New England Association of Schools and Colleges (lead author for planning, evaluation, organization, and governance), (2010)

**National Executive Board, The Reinvention Center (2001-2010)**, a national organization with the mission of re-envisioning the way major American research universities approach undergraduate education.

**Director, Board of Directors, Tuition Plan Consortium**, sponsor of Private College 529 Plan, the only non-public section 529 savings plan in the USA, with the mission of greater college affordability (member, Committee on Directors) (2008-present)

**Judge, Blavatnik Awards Committee, New York Academy of Sciences (2009)**

**Review Team** (generalist) for decennial regional accreditation of **University of Pennsylvania** by the Middle States Commission on Higher Education (2004).

**Chair, Finance and Investment Committee, American Neurological Association (1999-2003)**; achieved modernization of investment strategy through comprehensive revision of "Statement of Investment Policy;" engaged and discharged professional investment managers; and revamped investment vehicles and targets.

**American Council on Education Fellow at Johns Hopkins University (2000-01)** (the ACE Fellowship is the nation's premier leadership program in higher education): Engaged in a comprehensive assessment of how best to redesign undergraduate education in the confines of a strong and extremely decentralized research university.

**American Council on Education Fellow at Bryn Mawr College (2000-01)**: (1) Played an important role in creation and presentation of a six-year "Implementation Plan for a New Century" (paralleling a new campaign); (2) created a transition program for a new Sabbatical Plan; (3) successfully completed an institutional research project proving that the most efficient baccalaureate pipeline for future women PhDs in the sciences and math, as a percentage of graduates, is small liberal arts colleges, and specifically women's colleges (Bryn Mawr College being among the top 10 out of 2,200 baccalaureate institutions).

# FUND-RAISING EXPERIENCE and SUCCESS

## University-Wide Fundraising:

- Silent phase of \$1.2-Billion comprehensive campaign, University of Rochester; solicitation of major gifts; I led many successful advancement events for major donor prospects and alumni for all schools of the University in Boston, NY City, Naples, Miami/Palm Beach, Southern California, San Francisco, and Chicago.
- Redesigned and renovated an 1856 historic mansion for significant advancement use.
- Formed a new “Technology Development Fund” and chaired its Executive Committee 2010-present). Intended to be a multi-million dollar vehicle, this is a philanthropy-driven fund, which intends to grant seed money (\$40-100,000) to entrepreneurial investigators early in their process of bringing a nascent discovery toward marketability. Its purpose is to close the gap between the stage of the discovery itself and the demonstration of its attractiveness to angel investors – the so-called valley of death. The intent is that the Fund will become evergreen through paybacks from the start-up ventures and royalties it generates and by continued philanthropy, so that eventually it will be able to fund 6 to 10 ventures per year.
- Created an “Entrepreneurship and Technology Hub” within the University to coordinate activities during the comprehensive campaign (2010-present).
- Designed and chaired a “National Technology and Innovation Advisory Network” of major donors and technical advisors with expertise in enterprise formation (2011-present).
- Stewarded a \$1.5-M endowment gift in support of diversity initiatives at Univ. of Rochester (2012).
- \$225-M capital campaign, “Challenging Women,” Bryn Mawr College (2002-07); roles in fundraising with major donors; speaking to alumnae groups; and foundation relations and foundation grants.

## Public/Private Partnerships:

- **Continuing to broker a three-way partnership for University of Rochester with IBM executives and the NY State Governor to establish a \$100-M high performance computational function;** took the lead to negotiate Joint Study Agreement, including IP issues, governance, and final budget, pending final State approval; coordinated some 100 scientists in three schools (A&S, Medicine, and Engineering) with a steering group of 10 deans and IT staff to establish a **Health Sciences Center for Computational Innovation** to focus on (1) Emerging and Pandemic Influenza, (2) Advanced Imaging, (3) Computational and Systems Biology, and (4) Personalized Medicine; obtained initial seed grant established at \$3.2 Million, 2009 - present.
- **Member of Government-University-Industry Research Roundtable, appointed by the National Academies of Sciences (2009 - present)**

## Medical Fundraising:

Conceived and established the following named funds as primary fund-raiser, manager, and steward:

- Brokered the agreement with Cal Ripken Jr, the Baltimore Orioles, Major League Baseball, and Eleanor and Lou Gehrig’s family attorneys to create a \$2.1-M endowment at Johns Hopkins – the “Cal Ripken/Lou Gehrig Fund for Neuromuscular Research (1995)
- Jay Slotkin Fund for Neuromuscular Research (\$500 K; endowment, 1986-2002)
- Nine other named research funds at Johns Hopkins Univ (American Contract Bridge League Fund; Helen MacLeod Memorial ALS Fund; T. S. Cravers ALS Memorial Fund; Beverly Walters Fund; Edgar Askin Fund; Harvey and Linda Wertlieb Fund; Sue Mullen Fund;

Mid-Atlantic Fall Classic Fund; Dino and Wendy Fabbri Fund for Neuromuscular Research; the Gail Rupertus Foundation)

- Jay Slotkin Visiting Professorship (1996)
- Cal Ripken/Lou Gehrig Visiting Professorship (1998)
- Award for Excellence in Research by a Resident in Neurology (conception and endowment, 1989; chair, 1990-1999)
- Richard T. Johnson Portrait Fund (creator and chair, 1997)

**Community Fundraising:**

- Endowment Campaign, Brown Memorial Woodbrook Church (roles in conceptualization and organization of a \$1,000,000 campaign, 1997-99)

## **ARTS, HUMANITIES, and COMMUNITY INVOLVEMENT**

- **Baltimore Choral Arts Society**

A community supporter of fine arts for many years, performing professionally, and volunteering with other local ensemble groups. From 1986 to 2006, performed in the Baltimore Choral Arts Society (Tom Hall, Director), one of the most respected professional arts groups in the mid-Atlantic region. The BCAS specializes in historically informed performances of baroque and early classical music, performing at Meyerhoff Symphony Hall and other venues. The BCAS has appeared with the King's Singers, Chanticleer, PDQ Bach, Dave Brubeck, and with the National Symphony Orchestra in the Kennedy Center for the Performing Arts in 12 sold-out performances of Handel's *Messiah*, conducted by Nicholas McGegan (1989), Sir Roger Norrington (1992), Peter Bay (1994), and Claudio Scimone (1997), leading exponents of early music. BCAS has four recordings in current release on which RWK performed: *Christmas with Choral Arts*; live recordings of the Rachmaninoff *All-Night Vigil* and the Mozart *Requiem*; and a recording with Dave Brubeck, *Gates of Justice*, released in 2004. BCAS has been the featured symphonic chorus for the Baltimore Symphony Orchestra in performances of the Beethoven Ninth Symphony, Poulenc Gloria, Debussy Nocturnes, the Verdi Requiem; in summer pops concerts; and in the Baltimore premier of the Lord of the Rings Symphony. The group appears regularly on national and international public radio (*The First Art*) and television (WMAR) in multiply-E Emmy-nominated holiday concerts. In 2006, the BCAS received the Emmy Award for best choral performance for its show, *Christmas with Choral Arts*. In Europe, BCAS has been featured on Radio Swiss Romande.

- **Amyotrophic Lateral Sclerosis Support Group of Baltimore**

Founder (1983) and leader (1983-90) of the first support group of its kind in the mid-Atlantic region serving families, caregivers, and patients with Lou Gehrig's disease; the group is now in its 28<sup>th</sup> year.

- **KIDSAKE**

Founder and original coordinator in 1985 of this free support group for children of divorce and separation, and in 1986 its first children's peer group facilitator. The group is one of only two such community groups in Maryland and for 25 years was the preferred referral group by the Maryland District Court.

- **Memorial Art Gallery (University of Rochester)**

Member of Board of Managers, Executive Committee, and Nominating Committee (2007-present)

- **Eastman Rochester Chorus**

Member, performing regularly with the Rochester Philharmonic Orchestra and the Eastman Symphony Orchestra, programming works from large 18<sup>th</sup> Century oratorios to modern motets (2007-present).

- **Genesee Valley Club, Rochester, NY**

- **Oak Hill Country Club, Rochester, NY**

- **Director, Crittenden Boulevard Housing Corp** (limited-profit housing company under NY State Private Housing Finance Law and the Commissioner of Housing and Community Renewal)