November 25, 2015

John K. Thornburgh and Elizabeth K. Bohan
Witt/Keiffer Executive Search

Submitted Electronically: UNOPresident@wittkieffer.com

Dear Mr. Thornburgh and Ms. Bohan:

Please accept this letter as my formal application for the position of Chancellor of the University of New Orleans (UNO). UNO is a special school in a special city, both of which can benefit from close collaboration to continue the rebound from Hurricane Katrina and chart a path to their next era of success. In these increasingly challenging times for higher education, few institutions have the potential to rise with their city as does UNO. To the unique opportunity to lead UNO’s revival I would bring my experience as a leader of a new law school through the Great Recession and as a primary architect of the revival of a large urban research university in the wake of substantial budget reductions brought on by the Great Recession.

In its short history UNO has created a special link with New Orleans, building programs and a faculty uniquely connected to the city. In doing so, it has also educated a significant proportion of the city’s citizens and supported the transformation of the city’s economy. Even its location on the old Navy Air Station grounds highlights the transformative effect of the school from its inception. Hurricane Katrina set the university and city back; though both are smaller, the rebound has been significant and the future is as promising as the challenges are significant. As a university, UNO faces the addition challenge of the rapidly changing American higher education landscape, one marked by closer scrutiny of productivity, heightened competition for fewer traditional students and limited research funds, and increasing demands placed on universities to educate students with low graduation prospects and without additional resources. Among the schools that can thrive in this environment are urban research universities tied to vibrant cities. UNO is one of those, as is my current institution (UNLV), one of the peer schools identified by the University of Louisiana System. To take advantage of this opportunity, UNO will need to improve student retention and completion, grow its enrollment, and rebuild its faculty ranks. These are significant challenges but
UNO has the prospect of meeting them because of its location and community connections. UNO’s success turns on making itself into the university of greater New Orleans, supporting and being supported by the efforts to remake the city for the twenty-first century.

Urban research universities fulfill many competing missions – student access and success, research, community and economic development. Their raison d’être is analogous to the role played by land grant universities in the age of small agriculture. To take advantage of the opportunities created by these more difficult times, each urban research universities must become their city’s university, placing themselves at the center of their city’s evolution even as they shed the negative connotations of the commuter campuses many have been and cultivate the research and professional programs the city’s citizens require. As the universities of their cities, urban research universities educate a high percentage of the students in the city while taking advantage of their location to develop collaborative relationships with prospective employers and aid in the social infrastructure and economic development of their communities.

In a city remaking itself like New Orleans, the opportunities are great, notwithstanding the multiple institutions in the city with which UNO must collaborate. With a clear mission linked to the needs of the New Orleans, UNO can build excellence and confidently partner with the many other institutions in the region to elevate New Orleans and its residents. The opportunities are seemingly endless; whether it is supporting the transformation of secondary education in New Orleans, partnering to develop the crucial tourist and petrochemical industries, addressing the epidemic of violence in parts of the city, tackling the urban planning dilemmas highlighted by Katrina, or identifying the kind of economic diversification that can mitigate the long-term inequality in New Orleans and the state. UNO can and should lead in these areas, utilizing these projects to build excellence that would directly benefit its students.

What is essential for the urban research university is that its value to its community be immediately apparent. In these newly competitive times, all universities seek a better, more meaningful connection with their hometowns. Consequently, urban research universities must make clear their identity and build excellence around it. For UNO this means ensuring engagement with multiple municipalities and communities. If successful, UNO can leverage the needs of those communities to build upon its own strengths and to launch new research, performance, and community engagement efforts.

Most urban research universities have traditionally been commuter schools with relatively low student retention and graduation rates. To take advantage of the opportunities available to them, urban research universities must counter this legacy, even as they remain accessible to students with substantial life demands competing with their education. They must create a campus culture that emphasizes student progression and completion and has at its root the liberal arts
ideal that stresses the joy of discovery and personal transformation. The campus experience must be accentuated even as non-campus learning opportunities are created (whether branch campuses, e-learning, or collaborative enrollment with sister schools). Taking these steps will be all the more challenging for UNO, given the Katrina-related effects on Gentilly and other nearby neighborhoods but the Lakefront campus is a wonderful asset to build upon, provided enrollment can rebound.

For urban research universities their research capacity is crucial to taking advantage of their opportunities in the new higher education landscape. The research capacity not only creates the conditions for improved teaching it permits the school to offer graduate and professional programs of the highest quality in aid of the city’s development.

Becoming the city’s university requires a number of difficult steps. Among those is the needed to rebuild enrollment. This slow process demands careful focus on what UNO has to offer and on building a culture of completion at the campus. Properly done UNO can become, like New Orleans, a destination for students looking to participate in an urban revival. And residents of New Orleans can enjoy an affordable, first class education without leaving home. Though this is a difficult task, I believe I am well suited to lead it.

My background and experience as the second Dean of UNLV’s Boyd School of Law and then Executive Vice President and Provost have involved me in planning just the kinds of activities need to drive success at UNO. I became dean of the William S. Boyd School of Law at UNLV when the school was just ten years old. Despite its youth, the school was quite successful building excellent programs and attracting strong students with the support of a city that was enjoying a booming economy and that was proud of its law school’s achievements. Naturally, I sought to continue that success but in less than a year the law school’s accomplishments were threatened by the start of the Great Recession, which devastated the Las Vegas economy and undercut the funding of higher education in the state. I preserved the law school’s achievements by being true to the values underlying its success and which I shared.

The Boyd School of Law was built on the premise that scholarly excellence is the driver of institutional excellence. Simultaneously, excellence in teaching and a commitment to skills training and professionalism are hallmarks of the school – commitments that we never regarded as inconsistent with our scholarly focus. Finally, the Boyd School of Law is a school dedicated to community engagement as both a crucial part of professional education and an important means of bringing value to the community that supports the school. By emphasizing these values and testing institutional decisions against them the Boyd School of Law thrived during the recession, improving faculty productivity, increasing student quality indicators, raising bar passage results, and expanding financial and community support for our programs. Our values ensured excellence at the law school (and led to improved
rankings and recognition). As the Great Recession gave way to the enrollment crisis for law schools, our fidelity to those values buffered the impact of dropping enrollments and preserved faculty unity.

On becoming Executive Vice President and Provost in 2012, I lead a post-recession revival at UNLV, hiring 8 deans (of 14 colleges and schools), working to improve faculty morale and recommitting the university to diversity, even as I worked to rebuild and to improve the operations of a provost’s office that had been reduced to just two faculty—administrators by recession—based cuts. With a newly invigorated office I refocused the campus on student success, conducting a strategic planning process to develop a student retention, progression and completion plan.

More significantly, I worked to bring the law school’s commitment to excellence and community engagement to efforts to restart the university’s progress in the wake of the Great Recession. UNLV had grown rapidly (as had Las Vegas) in the decade before the Great Recession, doubling enrollment, becoming a research university with Carnegie’s High designation, and launching many new degree programs. The recession magnified the underlying tension between the university’s student access, research productivity, and community engagement missions even as it sapped the school of resources to fulfill those missions. Deep budget cuts had meant the elimination of some programs while others were left understaffed. In the intervening years, the Las Vegas business community had come to recognize that it needed an effective research university and one capable of supporting degree attainment of the city’s many first generation and minority college students.

The president and I realized that the university needed a revival that would promote research, scholarly, and performance productivity as well as student success. The campus also needed to develop leadership at all levels of the faculty and administration, and needed to address staffing gaps, particularly in the faculty ranks – all while addressing low faculty morale and resolving operations breakdowns that undercut the efficiency of the faculty and the university alike. Stepping back from these problems, it was evident that the university played a crucial role in the city and that building a plan consonant with the needs of regional economy would focus resources, align the university with the economic development goals of the community, and enlist community support for reviving the university. This alignment was more crucial as I had determined that the recurring feature of the university’s challenges was the lack of faculty resources (particularly tenure track faculty) to meet our mission and that simply requesting state funding for more faculty would likely not be effective.

We eventually framed our revival project around a renewed quest to achieve Carnegie Research Very High status. This was a long—established university goal and the continuation of university’s progression from a small, masters—granting regional university to a large research university serving a major metropolitan area with Carnegie’s Research High designation. It was also consonant with studies underlying programs to develop more significant research institutions in states like Florida and
Texas. Focus on our Carnegie status had the advantage of bringing attention to UNLV’s need for more faculty and related resources. An associated benefit was that the effort’s focus on excellence, defined by research productivity, comforted the university’s productive faculty who were questioning whether UNLV was still the place for them.

Though UNLV’s renewed pursuit of Carnegie Research Very High status is just starting, the project is associated with a rebound in funded research and was crucial in securing political and financial support for the university to launch a new (much needed) allopathic medical school. The pursuit of Carnegie Research Very High status was adopted by the state’s higher education system as the strategic goal for both of its research universities. The goal survived the departure of the president, was embraced by the interim president, and framed the subsequent presidential search. And, it bound the academic mission of the university to the community engagement needs of the city, raising expectations of both. It now stands as the defining feature of the strategic vision of the university and the campus remains resolutely behind it.

UNO’s path will, of course, differ from that of UNLV. What is clear, though, is the need for action. The state’s debilitating budget cuts have had substantial, negative effect. The challenges in higher education – from a shrinking pool of traditional students, reduced state budgets, and limitations on revenue growth through tuition – have led some schools in the region to aggressively recruit students who might have attended UNO. And the post---Katrina demands on higher education institutions in the city have led them to stake out a greater leadership role in the city. For these reasons and others, UNO is today operating in a fiercely competitive environment and doing so from a relatively weak position. On each of the factors against which the System compares UNO to its peers, UNO compares unfavorably (save the low percentage of its students receiving loans and the middling relative degree production ratio). Nonetheless, UNO’s potential is great making the effort to overcome these challenges attractive and the award for success substantial. It is a crucial asset in the revival of one of the great American cities and poised to benefit from its partnership in that city’s transformation. I would be honored to lead UNO on this demanding journey for I believe it can be successful and such success would be fulfilling and meaningful to the students, faculty, and supporters of the University.

Sincerely,

/s/ John Valery White

John Valery White

Att: Curriculum Vitae
References
John Valery White
Strategic Advisor to the President and Professor of Law
University of Nevada, Las Vegas

Current Position

University of Nevada, Las Vegas, Las Vegas, NV

• Strategic Advisor to the President, July 2015 to July 2016
  o Advise new UNLV President on matters of strategic importance to UNLV, including
    † Ongoing efforts to improve student success
    † Initiative to attain Carnegie Research Very High status
    † Opening of new UNLV School of Medicine
  
• Professor of Law, William S. Boyd School of Law, 2007 to present

Prior Employment

University of Nevada, Las Vegas, Las Vegas, NV

• Executive Vice President and Provost, July 2012 to July 2015
  o Chief Academic Officer for urban research university offering over 220 undergraduate, graduate, and professional degrees to over 28,000 students
    † Carnegie Research High university
    † Law, Dental and (newly launched) Medical Schools
    † Highly diverse student body with over 55% of students from minority groups
  o Responsible for 15 Academic Colleges and Schools
    † Supervise and Support Deans of all Colleges and Schools
  o Managed University’s Academic Budget of nearly $200 mil.
    † Set Institutional Priorities on Teaching and Research
    † Authorized all Academic and Research Appointments

• Select initiatives as Executive Vice President and Provost

• Campus-wide Projects:
  o “Officer In Charge” during presidential transition. I served as the campus head during most of the month of December (and continuing until the appointment of an Acting President by the NSHE Board of Regents on January 24, 2014). In this capacity, I ensured the campus mission was minimally affected by the departure of President. This role included all of the President’s duties.
  o Managed planning of Medical School. After President’s November 2013 announcement of pending resignation, I took over the entire project, launching a new process to identify a planning dean for the Medical School and working with outside parties to keep the project moving forward.
  o Developed initiative to pursue Carnegie Research Very High Status. The UNLV “Tier One” project, as the push for Carnegie Research Very High Status was then known, was the product of my initial assessment of the university upon becoming provost and discussions with the president about the university’s limited faculty resources, low morale, and falling levels of federally funded research.
  o Successful NWCCU accreditation review in spring 2013.
Managed Separation of Graduate College from Vice President of Research Office. In response to an existing consultant’s report, elicited faculty, student, and staff input, developed a plan for financing an independent graduate college, identified interim leadership and approved a staffing plan, and supported strategic planning in the college.

- Developed closer, formal collaboration with CCSD. Worked with two Superintendents to formalize collaboration with Clark County School District, the country’s fifth largest district and the source of the vast majority of the University’s students.
- Launched Executive In Residence Program at UNLV. After consulting with a University donor who had been and executive in residence at multiple universities, launched a similar program at UNLV. Executives in Residence allocate time to lecture in classes, meet with students and faculty, and tour the campus.

- Initiatives to improve campus capacity:
  - Appointed Deans in eight colleges and planning dean for Medical School.
  - Strategically grew size of the full-time instructional faculty from 780 to over 900.
  - Created Leadership Development Program to build leadership capacity in existing faculty and staff.
  - Created chair mentoring program run by chairs to help acclimate new chairs.
  - Developed academic component to new student orientation (UNLV Creates).

- Initiatives to improve student success:
  - Launched formal Retention Progression and Completion (RPC) strategic planning effort to improve student completion.
  - Adopted student success software offered by the Student Success Collaborative to provide more detailed, real-time enrollment demand data and to assist advisors in advising students.
  - Adopted block scheduling for freshmen, bringing freshmen average enrollment to 14.9 credits in fall 2013.

- Faculty Development Initiatives:
  - Jointly developed “CoRE” initiative (with President and Vice President for Research) to promote collaborative research and education.
  - Implemented faculty mentoring program developed by 2012 Presidential Fellow.
  - Revamped new faculty orientation to focus on faculty onboarding.
  - Launched redevelopment of faculty professional development efforts.

William S. Boyd School of Law, UNLV, Las Vegas, NV

- Dean and Professor of Law, August 2007 to July 2012
  - Chief academic and budget officer of law school
  - Responsible for $20m budget
  - School of over 42 faculty, and 35 administrative faculty and staff

- Select Honors
  - On Being a Black Lawyer 100 most influential black attorneys list, 2012 (The Power 100 Special Edition at [http://www.obabi.com/special-editions](http://www.obabi.com/special-editions))
  - Las Vegas National Bar Association Attorney of the Year, 2009

- Select Accomplishments as Dean
  - The Boyd School of Law became the school of choice for Nevada law school applicants
  - Entering student body quality measures increased each year while student body diversity also improved
First-time bar passage increased each year, with two of the school's highest passage rates in the four summer bar exams taken during term as dean.
Maintained graduate employment levels though first years of ongoing employment crisis for new law graduates.
Guided the Law School through the economic crisis that produced total cuts of more than 33% of state funding
  " Sustained faculty size throughout Great Recession
  " Maintained collective faculty scholarly productivity, despite significant faculty turnover
  " Preserved all law school programs through the Great Recession
  " Sustained law library acquisitions budget
  " Increased number of conferences hosted by the Law School each year
Built stable funding source for student scholarships, increasing scholarship spending (relative to tuition) by 165%.
Improved rankings in US News three of the five years as dean, moving from the 56th percentile (#112 of 200) to the 34th percentile (#68 of 200) among law schools (the Law School is currently 67).
Facilitated the launch of the following new programs
  " Steve and Sharon Strasser Mediation Clinic
  " Nevada Gaming Law Journal
  " Public Interest Law Fellows (scholarship program)
  " Saltman Center for Conflict Resolution Summer Institute
  " William S. Boyd School of Law Intersession Program in India
Initiated alumni giving program, increasing annual alumni pledges and donations by 400% over prior peak.

Paul M. Hebert Law Center, LSU, Baton Rouge, LA
  • J. Dawson Gasquet Memorial Professor of Law, 2003 to 2007
  • J. Dawson Gasquet Memorial Associate Professor of Law, 1999 to 2003
  • Associate Professor of Law (Tenured), 1996 to 1999
  • Assistant Professor of Law, 1992 to 1996

Università degli Studi dell'Insubria, Como, Italy
  • Distinguished Visiting Professor of Law, June 2006 to July 2007
    o Two-year appointment to the Faculty of Law under Italian Ministry of Education and Research “rientro cervelli” program.
    o Two-year appointment to teach and research at intersection of law, multiculturalism and multilingualism.
    o Resigned Appointment after one year to fulfill obligations as Dean of William S. Boyd School of Law.

Università degli Studi dell'Insubria, Como, Italy
  • Visiting Professor, May 2005
    o Taught course on evolution of American civil rights law.

Human Rights Watch, New York, NY
  • Schell Fellow, September 1991 to June 1992
    o Monitored human rights practices for Human Rights Watch/Middle East.
    o Conducted site-visit in Egypt to investigate allegations of torture and mistreatment by security forces and general prison conditions.
    o Contributed to book-length report on torture in Egypt along with several newsletters.
    o Contributed to book-length report on prison conditions in Egypt.
Researched violations of humanitarian law in Gulf War and treatment of "stateless persons" expelled from Kuwait after the Gulf War.

Education

Yale Law School
J.D., June 1991
Notes Topic Editor, Volume 100, Yale Law Journal
Supervising Student, Jerome Frank Legal Services Organization
Black Law Students Association

Southern University
B.A., magna cum laude, 1988
Commencement Marshall, School of Public Policy
Varsity Cross Country and Track Team, 1985-88 (Captain, 1987-88)

Princeton University
Woodrow Wilson School of International and Public Affairs
Alfred P. Sloan Foundation, Undergraduate Fellow in Public Policy Analysis and Management, Summer 1987

Law School Summer Program Abroad Appointments

LSU Summer in Lyon, France
Director: 2005, 2004

Università degli Studi dell’Insubria, Como, Italy
Professor: Summer School in Comparative Law,

Università di Bologna, Bologna, Italy
Professor, Summer School in Comparative Law,
Introduction to American Tort Law, 2006

LSU Summer In Lyon, France
Professor, 2005, 2004
International Civil Litigation in American Courts, 2005
Comparative Assimilation Law, 2004

LSU Summer In Aix-en-Provence, France
Professor 2000, 1998
Introduction to Conflict of Laws, 2000
International Human Rights Law, 1998

Select Academic and Community Service

Board Memberships:
- University Medical Center (UMC), Board of Directors (since 2014)
  - UMC is a teaching hospital serving metropolitan Las Vegas with region’s only level one trauma center.
- Nevada Institute for Autonomous Systems (NIAS), President (since 2013)
o NIAS is a nonprofit organization created to assist state in management of FAA designated test site for Unmanned Autonomous Vehicles.

- **Opportunity Village** ARC Board (since 2013)
  o Opportunity Village is Nevada’s largest charity, serving people with intellectual disabilities.

- **Las Vegas Healthy Communities Coalition**, Leadership Council (since 2013)
  o Healthy Communities Coalition is a United Way managed group of community leaders working to improve life in greater Las Vegas.

- **Andre Agassi Foundation** Board (since 2012)
  o Andre Agassi Foundation is a private foundation supporting, among other things, a series of schools serving low-income residents.

- **Legal Aid Center of Southern Nevada (LSCAN)** (since 2010)
  o LSCAN is the primary provider of legal services to the poor in metropolitan Las Vegas.

- **UNLV Research Foundation** Board (2012-15)
  o UNLV RF is a foundation created to support UNLV research commercialization efforts.

- **UNLV Singapore, LTD**, Member and President (2012-15)
  o UNLV Singapore is a Singapore company created to manage UNLV’s campus in that city-state.

- **Louisiana Mental Health Advocacy Services**, Board Member and Secretary (2000-07)
  o Louisiana Mental Health Advocacy Services is an independent state agency providing legal services to individuals facing involuntary commitment.

- **Louisiana Council on Human Relations (LCHR)** (2004-07)
  o LCHR is an organization dedicated to racial reconciliation since the 1960s.

**Service to National Organizations:**

- Law School Admissions Council (LSAC), Board of Trustees, 2015-18
- Advisory Committee on Student Financial Assistance, Member, (U.S. Senate appointee) 2014-18
- Association of American Law Schools, Membership Review Committee, 2013-15
- Law School Admissions Council (LSAC), Services and Programs Committee, 2011-12
- American Bar Association (ABA), Law School Accreditation Site Inspection Team, The Ohio State University Law School, 2011-12 Accreditation
- Association of American Law Schools (AALS), Nominations Committee, 2011
- Association of American Law Schools (AALS), Section on Tort and Compensation, Chair 2012
- American Bar Association (ABA), Law School Accreditation Site Inspection Team, Case Western Reserve Law School, 2008-09 Accreditation
- Association of American Law Schools (AALS), Committee on Academic Freedom and Tenure, (term from 2004-07)
- American Bar Association (ABA), Law School Accreditation Site Inspection Team, Thomas Goode Jones School of Law, 2005-06 Initial Provisional Accreditation
- American Bar Association (ABA), Law School Accreditation Site Inspection Team, University of Denver Law School, 2004-05 Accreditation

**Service to the Judiciary and Bar:**

- Magistrate Judge Reappointment Review Committee, District of Nevada 2013
Service to University (UNLV):

- Chair, Vice President for Research and Economic Development Search Committee, 2013-14 (search timeline adjusted to coincide with appointment and start of new president at UNLV)
- Chair, Director of Athletics Search Committee, 2013
- Chair, Executive Vice President and Provost Search Committee (Resigned to apply for position after search failed to identify successful candidates), 2011-12
- Chair, Dean Search Committee, William H. Harrah College of Hotel Management, 2009-10
- Faculty Senate, Faculty Grievance Review Committee, 2010
- Thesis Committee, Sherri Bakelar, Department of History, College of Liberal Arts, 2010
- Faculty Senate, Faculty Grievance Review Committee, 2009
- Chair, Dean Search Committee, College of Liberal Arts, 2008-09

Law School Governing Committee Appointments (LSU):

- Tenure and Promotions Committee (elected), 2006-07
- Admissions Committee, 2004-07 (two additional academic year appointments under anonymous membership regime)
- Scholarship Committee, 2004-07
- Law Center Grutter Task Force, 2005-06 (chair)
- Summer Programs Abroad Committee, 2003-06 (chair)
- Librarian Search Committee, Spring 2004 (chair)
- Faculty Appointment Committee, 1998-2004 (chair, 2001-04)
- Minority Student Retention Committee, 2000-01
- Faculty Seminars and Programs Committee, 1998-99, 1995-96 (chair), 1994-95
- Student/Faculty Relations Committee, 1998-99, 1997-98

Courses Taught (in order of frequency taught)

- Federal Courts and Jurisdiction
- Civil Rights Litigation
- International Human Rights Law
- Employment Discrimination Law
Torts
Nevada Legislative Externship
American Criminal Procedure
Comparative Assimilation Law
Conflict of Laws
International Civil Litigation in American Courts
Law and Leadership Seminar

Publications

Book Contributions and Book Chapters:


*Human Rights* (Survey of Human Rights requirements, a Chapter in Course Materials used by SAIS, a State Department Subcontractor, in their Foreign Police Training Institute).

MIDDLE EAST WATCH, PRISON CONDITIONS IN EGYPT (Human Rights Watch, New York: 1993) (Contributor).

Casebooks:

*COMPLEX LITIGATION: CASES AND MATERIALS ON LITIGATING SOCIAL CHANGE* (Kevin R. Johnson, Catherine Rogers, John Valery White, eds.) (2009).


Articles:


**Electronic Publications:**


**Academic and Scholarly Presentations**


Organizer and Panelist, Tort Law as the Backdrop to Federal Rights, AALS Tort Section, AALS Annual Meeting, New Orleans, LA, 2013.


Panelist, Discussion of Diversity and Sturms’s Institutional Change Theory, University of Miami School of Law, Miami, October 2011.

Seminar Presenter, Workshop on Promoting Diversity in Law School Administration, Society of American Law Teachers, Seattle University School of Law, September 2011.


Seminar Presenter, Workshop on Promoting Diversity in Law School Administration, Society of American Law Teachers, Seattle University School of Law, September 2009.


Speaker, Attitude is Essential Seminar, Council on Legal Education Opportunity (CLEO), Atlanta, GA, July 2009.

Constitution Day Speaker, University of Nevada, Reno, September 2007.


Guest Lecturer, *Toward an Assimilation Law*, at the Center for Constitutional Studies and Democratic Development (CCSDD), of the Facolta di Giurisprudenza, dell’Università deli Studi dell’ Bologna and the Johns Hopkins University's Paul H. Nitze School of Advanced International Studies (SAIS) Bologna Center, Bologna, Italy, December 2005.


Guest Lecturer, *American Civil Rights Litigation*, Universita’ di Brescia, Facolta di Giurisprudenza, April 2004, Brescia, Italy.


**Media Appearances (excluding deannual interviews)**


Guest, *Discussion of After the Storm*, “Sunday Salon” with Larry Bensky, KPFA Radio, Berkley, CA, a Pacifica Radio show, August 27, 2006.


**Member of the Bar**

Connecticut, 1991
New York, 1993

**Security Clearance**

Department of Energy Q Clearance