



UNIVERSITY OF MARYLAND

OFFICE OF THE PRESIDENT

Main Administration Building
College Park, Maryland 20742
301.405.5803 TEL 301.314.9560 FAX

January 12, 2010

Ms. Deborah J. Geare, Chair
CUSS Community Development Committee
Maryland Institute for Policy Analysis and Research
University of Maryland, Baltimore County
1000 Hilltop Circle, Public Policy 424
Baltimore, MD 21250

Dear Ms. Geare:

I am pleased to endorse the six nominations submitted by the University of Maryland University Senate Staff Awards Committee for the 2010 Board of Regents' University System of Maryland Staff Awards. The nomination materials are enclosed.

Our internal review committee, headed by Cynthia Shaw, Chair of the University Senate Staff Affairs Committee, reviewed each nomination carefully and recommended a slate of candidates for these awards who are without exception outstanding in their performance and dedication.

These candidates are most deserving of the special recognition conveyed by the Regents Staff Awards, and I am pleased to forward to you these nominations with my most enthusiastic endorsement.

Yours sincerely,

A handwritten signature in black ink, appearing to read "C. D. Mote, Jr.".

C. D. Mote, Jr.
President

CDM:sb

Enclosures

cc: **Ms.** Cynthia Shaw, Chair, Senate Staff Affairs Committee
Dr. Elise Miller-Hooks, Chair, University Senate
Ms. Reka Montfort, Executive Director, University Senate
Dr. Sally Koblinsky, Assistant President and Chief of Staff



UNIVERSITY OF
MARYLAND
UNIVERSITY SENATE

1100 Marie Mount Hall
College Park, Maryland 20742-4111
Tel: (301) 405-5805 Fax: (301) 405-5749
<http://www.senate.umd.edu>

December 17, 2009

To: President C.D. Mote
From: Cynthia Shaw, Chair
Senate Staff Affairs Committee
RE: Recommended Nominees for 2009-2010 Board of Regents USM Staff Awards

On behalf of the University Senate Staff Affairs Committee, it is my pleasure to recommend the following campus nominees for Board of Regents USM Staff Awards:

1. For exceptional contribution to the institution and/or unit to which the person belongs

Exempt: **Gary Seibel**, Research Engineer and Supervisor
Environmental Science & Technology

Nonexempt: **Fletcher Kinne**, Office Supervisor I
Department of Mathematics

2. For outstanding service to students in an academic or residential environment

Exempt: **Linda Lachman**, Adviser
College of Chemical and Life Sciences

Nonexempt: **Lois Reid**, Graduate Coordinator
Department of Biology

3. For extraordinary public service to the university or to the greater community

Exempt: **Larry Brookman**, Facility Manager
Facilities Management

Nonexempt: **Julia Heng**, [REDACTED]
Department of Public Safety

In total, we received eighteen exempt and ten nonexempt nominations, which is an increase from last year. All nominees are exceptional members of our university community. As the Council of University System Staff (CUSS) has requested that nominations be sent via email this year, the six nomination packets of the recommended nominees will be emailed to your office as PDF files. A compact disc with the same files is enclosed. We are also happy to send hard copies to your office, should you so wish.

Please contact me if I may be of further assistance. I can be reached at 301-405-9356 or via email at ceshaw@umd.edu.

Cc: Sally Koblinsky, Assistant President and Chief of Staff
Elise Miller-Hooks, Chair, University Senate
Reka Montfort, Executive Secretary and Director, University Senate

Enclosure (1)



Bowie State University
14000 Jericho Park Road
Bowie, MD 20715

Coppin State College
2500 W. North Avenue
Baltimore, MD 21216

Frostburg State University
101 Braddock Road
Frostburg, MD 21532

Salisbury University
1101 Camden Avenue
Salisbury, MD 21801

Towson University
8000 York Road
Towson, MD 21204

University of Baltimore
1420 North Charles Street
Baltimore, MD 21201

University of Maryland, Baltimore
520 West Lombard Street
Baltimore, MD 21202

**University of Maryland
Biotechnology Institute**
Executive Office
15825 Shady Grove
Rockville, MD 20850

**University of Maryland Center
for Environmental Science**
P.O. Box 775
Cambridge, MD 21813

**University of Maryland
Baltimore County**
1000 Hilltop Circle
Baltimore, MD 21250

**University of Maryland
College Park**
College Park, MD 20742

**University of Maryland
Eastern Shore**
Princess Anne, MD 21853

**University of Maryland
University College**
3501 University Boulevard East
Adelphi, MD 20783

**University System of Maryland
Office**
3300 Metzgerott Road
Adelphi, MD 20783-1690

September 29, 2009

Dr. C.D. Mote, Jr.
President
University of Maryland, College Park
1101 Main Administration Building
College Park, MD 20742-5025

Dear Dr. Mote:

The Council of University System Staff (CUSS) is accepting nominations for the 2009/2010 Board of Regents University System of Maryland Staff Awards. We continue to encourage exempt nominations, and we would especially like to see an increase in the number of nonexempt nominations. These awards present an excellent opportunity for USM institutions to recognize outstanding staff members. All of the USM institutions, as well as the USM Office, are encouraged to submit nominations for the Board of Regents Awards by Friday, January 22, 2010.

In accordance with the Board of Regents Policy, the nominations must be reviewed at each institution before submission to the CUSS Awards Review Committee. This Committee will then select the final candidates to be submitted to the USM Board of Regents. Your institutional review committee should be representative of all classifications of employees at your institution.

The nomination instructions are enclosed and should be forwarded to employees within your institution. To assist with the nomination process, we are including a sample nomination package and the guidelines UMBC uses. To facilitate the process, please submit the name, phone number and email address for a contact person from your institutional review committee to Deborah Geare prior to October 23, 2009.

Please remember to set a deadline at your institution that will allow your internal Awards Review Committee to review nominations and submit your final nominees to the CUSS Awards Review Committee by the firm deadline of **4:00 p.m., Friday, January 22, 2010**. Nomination packets received after the deadline will not be considered for the Awards.

We look forward to receiving nominations from your institution. Please send your nominations by email to geare@umbc.edu. If you have any questions, please do not hesitate to contact us or your institution's CUSS representatives.

Best Regards,

W. Brown/dg

Willie Brown
Chair, CUSS
wbrown@umd.edu
301.405.2951

D. J. Geare

Deborah J. Geare
Chair, Community Development Committee
geare@umbc.edu
410-455-1081

cc: CUSS Members

*FAA - AW
NA
SK
Rena
10-6-09*

**Board of Regents' University System of Maryland Staff Awards
Academic Year 2009-2010**

Nomination Instructions, Package and Process

Each institution may nominate one Exempt and one Nonexempt Staff member for each of the three award categories (BOR Policy VII-P1: 1) Nonexempt 2) Exempt-C managers, administrators and professional staff). **If multiple nominations are received for any of the categories or if documentation is missing from the nomination packages, they will be returned to the institution for further review and re-submission (time permitting).**

Award Categories

- ❖ Exceptional contribution to the institution and/or unit to which the person belongs
- ❖ Outstanding service to students in an academic or residential environment
- ❖ Extraordinary public service to the university or the greater community

Eligibility

- ❖ Nominee must be a Staff employee of the University System of Maryland community, including all Staff employees on Regular and Contingent II status.
- ❖ Nominee must have been employed for at least five (5) consecutive years.
- ❖ Nomination may not be made without the knowledge and consent of the nominee.

Nomination Package

A nomination package should be generated for each individual that includes the following documents, organized in the order listed:

1. Nomination Cover Sheet—a cover sheet must be completed and signed. A blank cover sheet is attached and may be copied for each nominee. **Do not change the format of the cover sheet.**
2. Nomination Letter—the letter shall state the category for which the Staff member is being nominated and **give testimony of exemplary performance in that category.**
3. Resume or summary of job duties—resume should be current, but should not be excessively long. **Do not include lengthy lists of activities that are not relevant to the nomination.** See sample resume.
4. Letters of Recommendation—include at least two, but not more than five, letters of recommendation. Recommendations are welcome from persons external, as well as internal, to the institution and should include information on how to contact the author. **Letters must be in support of the candidate's activities as they relate to the category for which he/she is being nominated.** Emailed letters are acceptable.
5. Optional Supporting Materials—any additional materials (e.g., articles, awards, recognitions) that the nominee may feel reflects accomplishments that are relevant to the award category, not to exceed ten (10) pages.

Submission of Packages

Email one electronic (PDF preferred) copy of each nomination package to: gearc@umbc.edu. Please mark the subject line as "BOR Award Nomination."

Please limit the nomination packages to the requested relevant materials. More is not necessarily better. It is not the intention of the Board of Regents University System of Maryland Staff Awards Review Committee to require excessive documentation. However, nominations must contain sufficient material to acquaint the Awards Review Committee with the nature and quality of the individual's achievements.

**DEADLINE FOR RECEIPT OF NOMINATION PACKAGES TO DEBORAH GEARE:
Friday, January 22, 2010 by 4:00 P.M.**

Selection Process

The CUSS Awards Review Committee will review nomination packages and submit its recommendations for awards to the Board of Regents. Announcements of the Award recipients will be made by the Board of Regents by September, with Award payments made after that.

**BOARD OF REGENTS AWARD
NOMINATION COVER SHEET**

Name of Nominee: _____ Years Employed: _____

Institution: _____ Department or Unit: _____

Address: _____

Position Title: _____ Exempt _____ Nonexempt _____

E-Mail Address: _____ Work Phone: _____

Please check the category for which the employee is being nominated:

_____ Exceptional contribution to the institution and/or unit to which the person belongs

_____ Outstanding service to students in an academic or residential environment

_____ Extraordinary public service to the university or to the greater community

Please check and attach each of the following, in the order given:

_____ Nomination Cover Sheet

_____ Nomination Letter

_____ Current Resume or Job Summary for Non-Exempt

_____ At least two (2) but not more than five (5) letters of recommendation (emails OK)

_____ Optional supporting material, not to exceed ten (10) pages

One Electronic submission (PDF file) is requested.

Nominator's Name (please print)

Department

Nominator's E-Mail

Phone Number (work)

Nominator's Signature: _____

SAMPLE

UMBC

AN HONORS UNIVERSITY IN MARYLAND

September 19, 2008

Ms. Deborah Geare
Chair
CUSS Community Development Committee

Office of the Provost
University of Maryland, Baltimore County
1000 Hilltop Circle
Baltimore, Maryland 21250

PHONE: 410-455-2333
FAX: 410-455-1107
VOICE/TTY: 410-455-3233
WEB: www.umbc.edu/

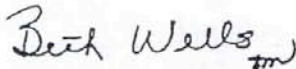
Dear Deb:

In the spirit of encouraging friendly competition, we are pleased to share with sister USM institutions the components of our approach to the Board of Regents USM Staff Awards process that have guided our efforts to win recognition for UMBC's most outstanding staff.

- UMBC has integrated the campus-wide solicitation of nominations for Board of Regents USM Staff Awards with solicitations for the other major staff awards – UMBC Presidential Distinguished Staff Awards and the Jakubik Family Endowment Staff Award -- to make nominations of outstanding staff convenient, just once a year, for busy faculty, staff, and administrators
- UMBC has a website that includes all the information necessary for making nominations <http://umbc.edu/provost/StaffAwards>. We also print and distribute campus-wide a marketing brochure (see website), and our sign shop designs and posts a billboard in a high traffic area to encourage nominations
- UMBC has a Staff Awards Committee charged by the Provost not only with reviewing nominations and making recommendations to him and the President, but also with generating campus enthusiasm during the nominations period, and soliciting strong nominations for consideration
- UMBC's Provost commits approximately 40 hours of work each year from his professional staff to the tasks involved in developing each aspect of a strong packet for each nominee: letters of support, supporting documents, resume, and letter of nomination.

Per your request, I have enclosed -- as an example of the process described above -- the packet that we submitted last year to your committee on behalf of Dennis Cuddy, one of the Board of Regents USM Staff Award winners from UMBC for 2008.

Sincerely,



Beth Wells

Assistant Vice Provost for Academic Affairs

NOMINATION COVER SHEET

Name of Nominee: Dennis P. Cuddy
Nominee must have been employed for at least five (5) consecutive years

Institution Address: UMBC, 1000 Hilltop Circle, Baltimore, MD 21250

Department or Unit: Department of Chemistry and Biochemistry

Position Title: Manager, Administration and Facilities Exempt Nonexempt
(All Regular or Contingent II)

E-Mail Address: Cuddy@umbc.edu Work Phone 410-455-2522

Please check the category for which the employee is being nominated:

- Exceptional contribution to the institution and/or unit to which the person belongs
 Outstanding service to students in an academic or residential environment
 Extraordinary public service to the university or to the greater community

Please check and attach each of the following, in the order given:

- Nomination Cover Sheet (this page-**do not change this form**)
 Nomination Letter
 Current Resume
 At least two (2) but not more than five (5) letters of recommendation
 Optional supporting material, not to exceed ten (10) pages

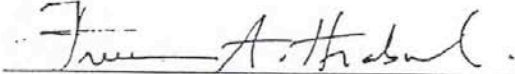
1 Print and One Electronic submission (PDF or MS Doc file) is requested.

Freeman A. Hrabowski, III
Nominator's Name (please print)

President
Department

Hrabowsk@umbc.edu
Nominator's E-Mail

410-455-3880
Phone Number (work)

Nominator's Signature: 



AN HONORS UNIVERSITY IN MARYLAND

Office of the President
University of Maryland, Baltimore County
1000 Hilltop Circle
Baltimore, Maryland 21250

PHONE: 410-455-2274
FAX: 410-455-1210
VOICE/TTY: 410-455-3233
www.umbc.edu

January 15, 2008

Ms. Colette Becker, Chair
CUSS Community Development Committee
Health Sciences and Human Services Library
University of Maryland, Baltimore
601 W. Lombard Street
Baltimore, Maryland 21201

Dear Ms. Becker:

I am delighted to nominate Dennis Cuddy for the Board of Regents' *University System of Maryland Staff Award* for his exceptional contributions to UMBC and the Department of Chemistry & Biochemistry.

Dennis came to UMBC eight years ago, following 12 years of service at the University of Maryland, Baltimore. It has been our good fortune that he arrived at UMBC just when we needed someone with considerable abilities to serve as Chemistry's Manager of Administration and Finance. As faculty in the Department attest in their letters of support, Dennis's many contributions to the teaching and research mission of the Department are invaluable. As the manager responsible for the complex infrastructure of a major academic department, Dennis works tirelessly behind the scenes to ensure that the laboratories, classrooms, offices, and business processes of the Meyerhoff Chemistry Building are operating well. To do their work well, students, faculty, and staff must be able to rely on the smooth operation of the facilities. Dennis makes that possible, day after day, through his total commitment to the Department, his exceptional planning and problem-solving skills, and his skillful supervision of 10 employees, including front desk staff, a business manager, purchasing agent, supply room workers, and a glass blower.

In addition to the day-to-day "miracles" Dennis performs behind the scenes, there have been several major projects in which his leadership and diplomatic skills, combined with his organizational skills and technical expertise, have been invaluable to the Department and UMBC. Dennis was the Department's manager for the recent \$34-million renovation of the Meyerhoff Chemistry Building, a project that lasted two years and during which the building was occupied and in use. Dennis's masterful coordination of this major project required working tirelessly with contractors and faculty to keep classrooms and laboratories running throughout the three-phased renovation. Dennis made it happen. Largely due to his management, the project won the Construction Owners Association of America's 2003 *Project Leadership Award*. Furthermore, Dennis used his grantsmanship skills to secure \$2 million in National Institutes of Health funding to support the project and collaborated with colleagues to craft a State budget amendment to ensure the project's funding.

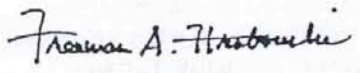
Dennis's contributions also have been invaluable to the Chemistry Discovery Center, a project by which the Department has been able to cut in half the size of sections in Chemistry 101 and 102,

shift the learning method to one of discovery for the students, and significantly increase the success rate of students in the courses. The "catch" was that the facility in which this exciting educational innovation was to occur had to be ready in a matter of weeks. Again, Dennis made it happen, and the program is not only a success in our Chemistry and Biochemistry Department, but also is being used as a model by our Physics and Mathematics Departments.

To his credit, Dennis also has taken on responsibility for coordinating the Department's annual Undergraduate Research Symposium (even though it is not directly related to his primary responsibilities). While the project has been under Dennis's management, the number of students participating in the Symposium has grown from 60 to 300, with students coming from all over the East Coast and 200 of them participating in poster sessions. As a result of Dennis's efforts, the event is now funded by the NIH.

Characteristically, many of Dennis's efforts go on behind the scenes, making it possible for the work of UMBC students and faculty to shine. Dennis and his outstanding work are held in the highest regard by his colleagues across the campus, as the enclosed letters of support reflect. I am delighted to recommend him for the Board of Regents' *University System of Maryland Staff Award*.

Sincerely,



Freeman A. Hrabowski, III
President

Dennis P. Cuddy

1810 ½ East Baltimore Street
Baltimore, MD 21231

(410) 455-2522 - work
(410) 676-7211 - cell

EDUCATION

1977-1981 - Bachelor of Science, Biology, The Pennsylvania State University

1981-1982 - Bachelor of Science, Microbiology, The Pennsylvania State University

1986-1988 - Master of Administrative Science (Management Option), Johns Hopkins University

1991-1993 - Pursued Ph.D. in Medicinal Chemistry, University of Maryland, School of Pharmacy

WORK EXPERIENCE

1999-present

Manager, Administration and Facilities
Meyerhoff Chemistry Building
Department of Chemistry and Biochemistry
University of Maryland Baltimore County
Baltimore, Maryland 21250

Major Accomplishments-

- Coordinated a \$34,000,000 renovation project over three phases, which included the authorship of a \$2,000,000 NIH construction grant for the Meyerhoff Chemistry Building
- Co-authored, with Mark Demshak, a State budget amendment proposal (line MCCB04-064 \$7,300,000) for the timely and cost efficient completion of the south wing renovation which was part of the total \$34,000,000 mentioned above
- Won Construction Owners Association of America 2003 Project Leadership Award in the public owner category for design and craftsmanship of phase I of the project (north wing)
- Continued to run laboratory classes and keep research running throughout the course of construction. Enrollment for chemistry courses during the construction rose from 3570 in Academic year 2001 to 5192 in AY '05
- Oversaw a growth of research funding from \$2,059,932 in FY 1999 to \$5,310,342 in FY 07
- Directed in house tradesmen and coordinated computer network offices to set up the Chemistry Discovery Center. Over the course of 8 weeks put together a state of the art, fully interactive learning environment
- Convinced upper management to implement laboratory fees to offset quickly rising costs of teaching increased numbers of students and cost increases associated with waste disposition, fuel surcharges, hazmat fees and 10 years of inflation

- On an emergency basis, had to become the primary purchasing agent while our usual person was out on extended leave with a back injury. Purchased over \$75,000 in goods and services over 2 months for research and teaching operations of the department while I carried out my usual duties
- Member, Student Administration software implementation advisory committee. This committee allows a formal way to provide consultation as UMBC begins implementation of the new Student Administration System in fall 2007
- Coordinator of the Undergraduate Research Symposium, now in it's 10th year, which has grown from a few dozen participants to 198 submitted abstracts with over 400 registrants including students and faculty in 2006. Abstracts were submitted from students at 49 Colleges and Universities from 9 States and the District of Columbia
- Responsible for the complete and accurate reporting of departmental activities including faculty workload, ACS Bachelors degree accreditation certification, ASBSB graduation surveys, NIH/NSF graduate surveys, graduate and undergraduate catalogs, etc.
- Departmental Webmaster
- Coordinator of security, work orders, lab set up and capital procurement in the building
- Scheduling coordinator for the department of both academic and non-academic events
- Member, University classroom committee
- Member, University Environmental Health and Safety committee
- Chair, Departmental awards committee
- Oversees a staff of 8-10 and three purchasing cards

1996-1999

Assistant Administrator
Greenebaum Cancer Center
University of Maryland Baltimore
Baltimore, Maryland 21201

Major Accomplishments-

- Responsible for all aspects of the operations of the Research Areas of the Cancer Center
- Responsible for overseeing the upgrade of our computer network, coordinating an entire telephone system upgrade, parking and security, and renovation of an additional 9,000 sq. ft. of laboratory space for the research labs

- Involved in the recruiting of Faculty for a Center for Genetic Therapy in Cancer and the creation and recruitment of technical staff positions for the Facility
- Responsible for the preparation and adherence of Hospital operational budgets in four distinct areas of the Cancer Center
- Oversight and coordination of the purchasing, billing and accounts payable aspects of grant budgets, capital equipment procurement and core facility operations
- Arranged service agreements, repairs and certifications (where applicable) of all equipment in the research areas
- Evaluated computer software and hardware for use in the Cancer Center's network and desktop environments

1987-1996

Research Laboratory Supervisor
 University of Maryland Cancer Center
 Baltimore, Maryland 21201

Major Accomplishments-

- Responsible for the operations of four departments totaling 50 scientists and support staff in the Cancer Center: Developmental Therapeutics, Molecular Biology, Biological Response Labs and Biostatistics
- Preparation of budgets for each of the divisions and monthly variance reports for each of the budgets
- Administrated contracts and oversaw performance of a number of external companies and internal personnel for maintenance, certifications and perishable supplies
- Supervised and managed all common use facilities, including the billing of outside departments for monthly usage
- Responsible for equipment procurement and laboratory design, approval of all purchases on hospital budgets in the research area, supervision of the research area's purchasing and accounts payable and research support technicians
- Preparation of position descriptions, hiring, firing and outplacement. Performed grant funded research to support part of my salary resulting in 7 peer reviewed journal articles and numerous abstracts
- Technical expertise included: Tissue Culture, DNA Purification and isolation, PCR, Fluorescence Activated Cell Sorting (FACS) analysis, HPLC, Alkaline Elution, Molecular Dynamics Phosphorimager and Laser Densitometry Documentation systems, Protocol development and data presentation



AN HONORS UNIVERSITY IN MARYLAND

Department of Chemistry and Biochemistry
University of Maryland Baltimore County
1000 Hilltop Circle
Baltimore, MD 21250

Phone: 410-455-2529
Email: pollack@umbc.edu

Ms. Colette Becker Chair
CUSS Community Development Committee
Health Sciences and Human Services Library
University of Maryland, Baltimore
601 W. Lombard Street
Baltimore, MD 21201

Dear Committee Members,

It gives me great pleasure to support the nomination of Mr. Dennis Cuddy for a University System of Maryland (USM) Board of Regents Staff Award. In my position as Chair of the Chemistry and Biochemistry Department at UMBC from 1998-2007, I worked closely with Dennis on a daily basis. Dennis was truly invaluable to me and the department as a whole, as he enabled me to concentrate on the policy aspects of the position, knowing that the operations of the department would run smoothly. Dennis handles both routine and difficult tasks with ease and efficiency, and many of the things that he does would be the responsibility of the Chair or Associate Chair in most departments, such as course scheduling, workload reports and supervision and coordination of staff. Dennis is the point person for any problems or difficulties that the faculty and students have, from building maintenance to difficulty with ordering equipment. Rarely, did any of these difficulties find their way to me.

Dennis' contributions are extraordinary in every way. He not only handles the daily operations of the department, but he coordinates virtually all of the major functions. For example, Dennis takes care of the logistics for our annual Undergraduate Research Symposium at which we have nearly 300 attendees from all over the East Coast, with almost 200 poster presentations. This is an enormous job, as it entails room setup, arrangements for both breakfast and dinner, registration, awarding of prizes, and financial oversight. With Dennis' help, this event has become the premier event of its kind in the area, and is now funded by the National Institutes of Health. Organizational efforts such as this typically go unnoticed unless something goes wrong. Over the course of the almost ten years that Dennis was in charge of this logistical effort, I can remember nothing that was not handled in a first class manner. As usual, Dennis was happy to just be part of the background of this event. His reward is simply knowing that everything runs smoothly.



University of Maryland University College

Office of the CFO and Vice President for Administration

December 14, 2007

Ms. Colette Becker, Chair
CUSS Community Development Committee
Health Sciences & Human Services Library
University of Maryland, Baltimore
601 W. Lombard Street
Baltimore, MD 21201

RE: Letter of Recommendation – Dennis Cuddy

Dear Ms. Becker:

I am very pleased to send this letter of recommendation in support of Mr. Dennis Cuddy's nomination for the USM Board of Regents Staff Award in the category of "Exceptional contribution to the mission of the university and/or his unit."

I have had the pleasure of knowing Mr. Cuddy for the last eight (8) years. I worked directly with him on the \$24M renovation of the UMBC Chemistry Building in which he represented the department. He did an outstanding job. This project was very complex with research labs, teaching labs, classrooms and faculty offices. This complete renovation was phased resulting in occupancy in the building while construction proceeded. He well represented his department, coordinated their activities with the ongoing construction and insured that the final project would fully meet the department's needs.

He was diligent, cooperative, communicated appropriately and never failed to complete any tasks under his responsibilities. He demonstrated a strong commitment to excellence and a willingness to assist beyond normal expectations. His efforts insured that the students' education and the ongoing research by this department proceeded without disruption; this is a monumental task, particularly on a project with a 2 year construction schedule. This project received the Project Leadership Award from the Construction Owners Association of America in large part due to Mr. Cuddy's leadership and contributions.

I am pleased to send this letter in support of his nomination and appreciate your consideration.

Sincerely yours,

M. Teresa Cook
Vice President of Administrative Services

Dennis' work with the renovation of the Meyerhoff Chemistry Building was truly outstanding. He coordinated the departmental contributions to all aspects of this work, including planning and monitoring the construction to make sure that our interests were being served optimally. He truly supervised the operation on our behalf. One can appreciate his attention to detail by noting that there have been virtually no complaints about the finished building, in contrast to the numerous major complaints that are normal for new or renovated buildings. In addition, Dennis wrote the first draft of the NIH proposal that was funded for the \$2 million that was needed to finish the renovation. This was a major effort, and it required little editing on my part after he was finished.

In addition to his work in the department, Dennis takes responsibility for much of the interdepartmental interactions that are necessary at the staff level. He even took my place at several interdepartmental meetings that were concerned with such things as class scheduling organization. He always seems to be able to present the department's view of things, and he needs little guidance to get it right.

It is difficult to overemphasize the contributions of Dennis Cuddy to the Department. He is invariably smiling and helpful, and he is available at all times, even on days off and vacations. He routinely works on weekends if necessary, and he never even mentions it. I cannot count the number of times that I had to call him when he was on vacation, and he responded cheerfully. No matter how much work I asked him to do, he was happy to do it, and he takes pride in his ability to work harder than anyone else.

When I became Chair, the previous department manager indicated that she was going to retire. At the time, I wondered how we would get along without her, since she was the most competent staff person that I had seen in over 30 years of teaching. To my amazement, Dennis surpassed even the track record of this person! Department Chairs may come and go, but it is Dennis who is the glue that holds the department together.

I recommend Dennis Cuddy in the strongest possible terms for this award. It will be a fitting recognition of his outstanding contributions to the Department of Chemistry and to UMBC.

Sincerely,



Ralph Pollack
Associate Vice President for Research
Professor of Chemistry and Biochemistry



AN HONORS UNIVERSITY IN MARYLAND

November 27, 2007

Ms. Colette Becker Chair
CUSS Community Development Committee
Health Sciences and Human Services Library
University of Maryland, Baltimore
601 W. Lombard Street
Baltimore, MD 21201

Department of Chemistry and Biochemistry
University of Maryland, Baltimore County
1000 Hilltop Circle
Baltimore, Maryland 21250

PHONE: 410-455-2491
FAX: 410-455-2608
VOICE/TTY: 410-455-3233
www.umbc.edu

Dear Ms. Becker,

It is with great pleasure that I am writing this letter in support of Mr. Dennis Cuddy's nomination to a University System of Maryland (USM) Board of Regents Staff Award. Since he came to UMBC in 1999, I have had the good fortune of getting to know and appreciate him as a colleague in the Department of Chemistry and Biochemistry.

As the Manager of Administration and Facilities, Dennis' contributions to the success of our teaching and research missions are invaluable. A major task of his consists of overseeing the infrastructures and keeping the Department's operations running smoothly. This requires a great deal of work behind the scenes, which may go largely unnoticed by anybody relying on it, until something unusual or catastrophic comes up. When this happens, he is always the first respondent, the point person who knows what to do or whom to call to resolve any situation. His major preoccupation, however, is to prevent such situations with forward thinking and preparation. For this reason, it is ironic that his best performances result in very uneventful and worry-free days at the office for the rest of us.

Time and again, I have seen and enjoyed the fruits of his uncanny abilities as a planner and problem solver. An excellent example is provided by his determinant role in the recently completed renovations of the Meyerhoff building, in which he has been involved at every possible level, from the planning to securing the necessary funds, from designing the blueprints to coordinating their implementation. While brilliantly overcoming challenge after challenge, Dennis displayed not only great technical skills, but also enormous leadership and diplomatic abilities. From my point of view, I strongly believe that his crowning achievement was working out the nearly impossible logistics behind relocating teaching and research laboratories from one area of the building to another, to enable renovations without disrupting regular operations. Working as an interface between the faculty and the contractors, he was always able to find common ground for keeping teaching and research going, while freeing up the space slated for intervention.

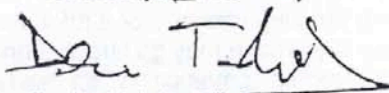
These excellent communication and organizational skills have been critical in many other initiatives generated by our Department. His role in organizing the annual Undergraduate Research Symposium has been extremely important to the success of an event that has grown to attract presenters from all the eastern seaboard states. His efforts in planning and implementing the infrastructures for the recently opened Chemistry Discovery Center have been crucial to establish an operation that has propelled our Department to the forefront of the institutions involved in blazing new trails for chemical education in this country. His work behind the scenes is and has been vital to keep our Department competitive in the funding arena and in recruiting students to our programs.

In my own personal experience, time and again, I have seen him going way beyond the call of duty to make sure that I had the necessary infrastructure to be a successful teacher and researcher. An emblematic example is represented by what happened the weekend preceding the installation of my first high-resolution mass spectrometer in the basement of the Meyerhoff building, which was slated for the following Monday. That Saturday morning, he showed up unannounced to help me and one of my graduate students lay the tiles on the installation site, which had been forgotten by the contractors. His willingness to help on his own time and outside the job definition of a Manager of Administration and Facilities demonstrates a genuine commitment to this institution and to the success of its mission. I do not think that there is anybody more dedicated than him to this Department.

On a personal level, Dennis is a terrific human being. He is soft-spoken and has an excellent sense of humor. He knows how to defuse even the tensest of the situations with a large smile. He is always very patient, accessible, and easy to talk to. He is always willing to help and provide advice. We are very fortunate to have him as a colleague.

In conclusion, I cannot think of anybody who might be more deserving of a University System of Maryland (USM) Board of Regents Staff Award than Mr. Dennis Cuddy. Considering not only his exceptional contributions to the mission of UMBC and the Department of Chemistry and Biochemistry, but also his knack for exceeding expectations, I support his nomination with the maximum possible strength and recommend him for the Award with the highest possible enthusiasm.

Sincerely,



Dr. D. Fabris
Associate Professor of Chemistry



AN HONORS UNIVERSITY IN MARYLAND

Office of Undergraduate Education
University of Maryland, Baltimore County
1000 Hilltop Circle
Baltimore, Maryland 21250

PHONE: 410-455-2859
FAX: 410-455-1210
VOICE/TTY: 410-455-3233
www.umbc.edu

December 3, 2007

Ms. Colette Becker, Chair
CUSS Community Development Committee
Health Sciences and Human Services Library
University of Maryland, Baltimore
601 W. Lombard Street
Baltimore, MD 21201

Dear Ms. Becker:

I am most pleased to write a letter on behalf of Dennis Cuddy for a University System of Maryland Board of Regents Staff Award. I have known Dennis for many years and he has always been a strong advocate for our students, both undergraduate and graduate. Notably, his advocacy has always been tied to action. Dennis, as I know him best, works tirelessly to promote student and faculty success in the sciences.

Dennis's position in the College of Mathematics and Natural Sciences (CMNS) as Manager, Administration and Facilities requires that he be knowledgeable about new approaches for building facilities in the sciences, particularly for teaching and research. In this decade where many campuses contract with outside companies to perform services to achieve greater efficiencies or higher levels of expertise, UMBC has wisely made the choice to secure and retain Dennis's professional services. Dennis has the knowledge, the skill set, and the sensitivity to identify what is needed for a successful teaching and research environment. He also has the will to do whatever it takes to create and maintain those spaces where teaching, learning, and inquiry take place.

Dennis has been central to many projects in CMNS. It is especially critical to have the support service on campus in those instances where the work to be done is central to the mission of the university, and mathematics and the natural sciences are at the core of our mission. Indeed, it is imperative to have the most professional persons on campus involved so that they can be trusted to make good decisions and respond in a timely way. Dennis has provided such support and has been pivotal to the broad success of many key capital projects in his college. I will highlight one project in particular that captures his unique abilities and dispositions while also demonstrating his deep commitment to students and faculty at UMBC.

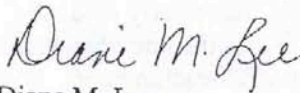
Dennis was given the challenge of building the Discovery Learning Center in the former Game Room of the University Center in the late summer for usage the following fall. The Chemistry Department recognized that over the course of many years, more than half of the students enrolled in CHEM 101 were failing; quite literally, hundreds of students were earning grades of D or F. Under the direction of the chair, Dr. Ralph Pollack, and a faculty member, Dr. Bill LaCourse, a typical recitation section that accompanied the

large lecture sections was to be replaced with a "peer/process-oriented guided inquiry learning (POGIL)-based teaching pedagogy." The magnitude of the challenge was to scale up POGIL for a class of 700 in a matter of weeks.

Dennis quickly moved to prepare the room, design the facility, collect bids on needed equipment, and consult with the faculty who would be using the space for problem-based approaches to teaching and learning. Dennis organized the flow of the construction, handled work orders, and worked closely with painters, electricians, and other contractors. Dennis assumed personal responsibility for putting the ceiling tiles into the new facility. While waiting for computers, software, and plasma televisions to arrive, Dennis was laying out tables and wiring the room. He coordinated a team of faculty and staff to install all the computers and related equipment. The Discovery Learning Center opened in the fall and was ready for students on the first day of classes. Dennis Cuddy understood the task at all levels and since the Center opened, pass rates in CHEM 101 have improved dramatically. Typically, pass rates are between 85%-86.7% (although they have been as high as 93.9%), and that is without a change in academic standards. Dennis's role in this amazing educational reform must be acknowledged. His colleagues at UMBC are quick to give him credit and to sing his praises.

Thus it is with great pleasure and genuine enthusiasm that I recommend Dennis Cuddy for a Regents Staff Award. He is truly most deserving of your recognition.

Sincerely,



Diane M. Lee
Vice Provost and Dean of Undergraduate Education

November 21, 2007

Nancy Hay Quantock
19 Fleeewood Dr.
Lake Monticello, VA, 22963

Ms. Colette Becker Chair
CUSS Community Development Committee
Health Sciences and Human Services Library
University of Maryland, Baltimore
601 W. Lombard Street
Baltimore, MD 21201

Dear Ms. Becker,

I'm writing in support of Dennis Cuddy's nomination for a USM Board of Regents award for his exceptional contribution to the mission of the Chemistry Department and UMBC.

During my tenure at UMBC (1990-2002) I worked in various capacities involving Capital Planning. When I worked with Dennis it was as the Director of Capital Planning. Dennis was fairly new to UMBC and understood some of the constraints that he would be facing while working on a major new undertaking of renovation of a building constructed in the 1960's. Dennis worked carefully and consistently within the constraints dictated by the State of Maryland Department of Capital Planning, working with myself and a variety of consultants to develop a Capital Funding and Renovation Program that encompassed portions of the existing Chemistry Building. That program text included multiple laboratories, classrooms, teaching laboratories, offices, lecture space, and a departmental library. Within the program text there was also an extensive capital equipment list.

While Dennis worked with his department staff, faculty and existing building occupants to cull the information needed for the program document; he became a very astute listener, advocate for his department, and he came to understand the constraints of Capital funding. We worked closely together to find the best combination of renovation, new space and space planning to meet the needs for the department as it existed at the time; and worked diligently to assure that the changes to the building, and the purchase of new equipment would not be obsolete. He understood the importance of flexibility in the department space needs and equipment possibilities. If there was a question that needed answering from the State of Maryland he was very committed to finding the answer for me.

This renovation/new space program was funded through multiple sources and stages, thus needing flexible thinking and staging to accomplish the task. I found Dennis to be very consistent in his support and advocacy for his department and one of the best professional staff members to work with. His sense of humor and ability to go with the flow was immensely helpful to me during this four year process. He interfaced with this department and me with speed and always with a smile. Without his consistency and dedication to the mission of the Chemistry Department (which was to bring research, teaching, and student experiences in a state-of-the-art renovated facility together) the project could have been much more difficult. Dennis did exemplify the true UMBC spirit of 'it's all about the future'.

Dennis most certainly is a well-rounded professional who is dedicated to his profession and the Department of Chemistry. It is with pleasure that I have written this letter on his behalf.

Sincerely,



Nancy Hay Quantock

Director of Capital Planning (retired)

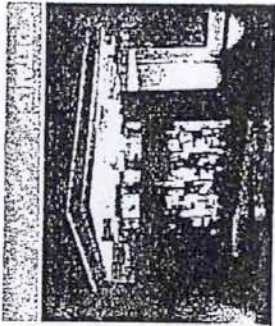
UMB | SITE INDEX | WEB SITES A-Z | PEOPLE | JOBS | BROWSER REQUIREMENTS | INTRANET

SCHOOLS | DENTAL | GRADUATE | LAW | MEDICINE | NURSING | PHARMACY | SOCIAL WORK

search here

SEARCH

UNIVERSITY OF MARYLAND
BALTIMORE



< back to home

Related:

- Enter Work Order
- Work Order Status Report

We need your feedback, please take a moment to complete our Survey

- Campus Map
- Building Data
- Architecture, Engineering and Construction (AEC)
- Construction CAMS

FACILITIES MANAGEMENT

Project Leadership Award for 2003 for the UMBC Chemistry Renovation Project

NEWS UPDATE

The University of Maryland, Baltimore in conjunction with the University of Maryland Baltimore County were the recipients of the COAA Project Leadership Award for 2003 for the UMBC Chemistry Renovation Project. COAA established this award to publicly recognize Owners demonstrating exceptional leadership in project management on a specific construction project. The award is given annually to a public owner and a private owner. Construction partners are also recognized. In making the award, Miles Albertson, COAA President, noted the following:

- COAA received a record number of public owner entries for this award.
- The University of Maryland was **unanimously** selected by the Committee for this award.
- It is the first time that a renovation project has won this award.
- The competition was so intense that COAA also awarded a "runner-up" in the public owner category.

Beth Wells

From: Dennis Cuddy [cuddy@umbc.edu]
Sent: Monday, December 10, 2007 12:11 PM
To: bwells@UMBC.edu
Subject: FW: COAA Meeting on 10-12-07 - Many thanks!
Importance: High

From: Valerie Rolandelli [mailto:VRolandelli@umuc.edu]
Sent: Thursday, October 18, 2007 9:08 AM
To: Carper, Michael; Stokes, Will; cuddy@umbc.edu
Subject: FW: COAA Meeting on 10-12-07 - Many thanks!
Importance: High

On behalf of the Baltimore-Washington Chapter of the Construction Owner's Association of America (COAA), I want to thank you for your participation as a "tour guide" of the Chemistry Building at our chapter meeting last Friday, October 12. Per the comments, it was very well received by the attendees. The visual presentation helped them understand the complexity of the project!

I appreciate each of you taking the time out of your busy schedules to participate in this meeting. We hope that you found your participation in the program to be worthwhile.

We look forward to seeing you at future meetings! Remember that our next meeting is currently scheduled for Friday, April 4, 2008, at Johns Hopkins University in Baltimore, MD. We will keep you posted on the program details as they unfold.

Again, many thanks!

Valerie Rolandelli

Valerie Rolandelli
Assistant Vice President, Procurement and Business Affairs
University of Maryland University College
3501 University Boulevard East
Room ICC-3120
Adelphi, MD 20783
301-985-7895
fax: 301-985-7112
vrolandelli@umuc.edu

12/12/2007

UMBC

AN HONORS UNIVERSITY IN MARYLAND

Office of the Vice President for
Administration and Finance
University of Maryland, Baltimore County
1000 Hilltop Circle
Baltimore, Maryland 21250

PHONE: 410-455-2939
FAX: 410-455-1050
VOICE/TTY: 410-455-3233
www.umbc.edu

January 29, 2004

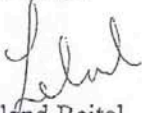
Mr. Dennis Cuddy
Manager, Administration and Facilities
UMBC Department of Chemistry and Biochemistry
1000 Hilltop Circle
Baltimore, Maryland 21250

Dear Mr. Cuddy:

Thank you for your assistance in completing the National Science Foundation Survey. I appreciate your willingness to assist me with this project. Through your conscientious efforts, I was able to submit the survey in a timely manner.

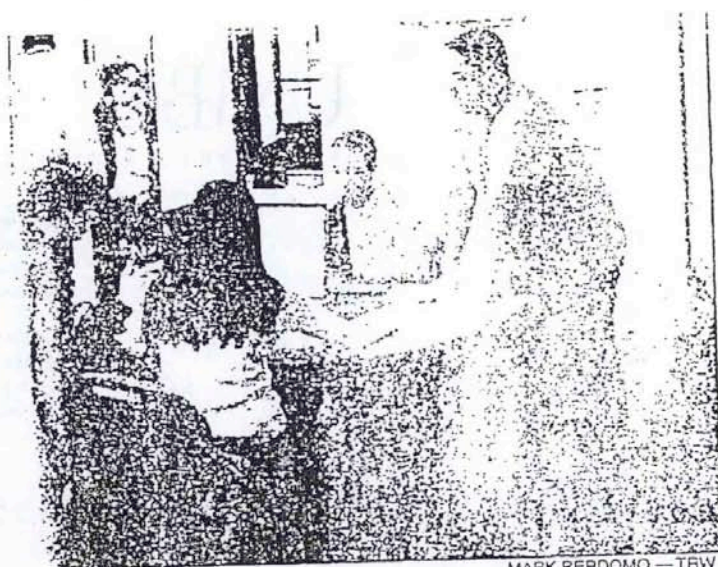
Again, thank you for your support.

Sincerely,



Leland Beitel
Associate Vice President
Administration and Finance

LB/mk



MARK PERDOMO — TRW

Students get tutored at the Chemistry Discovery Center in UC201.

4 | **NEWS**

Debunking the myths of Chem. 101

Ariane Szu-Ti
EDITORIAL STAFF

At UMBC, horror stories abound about Chemistry 101, often dubbed a 'weed-out course' by students. Chemistry 101, contrary to popular belief, does not have an aim to 'weed-out' students who are not destined to become Chemistry majors. In fact, Chair of the Chemistry Department Dr. William LaCourse said, "We don't expect the majority of the people in Chem 101 to be Chem or BioChem majors."

Less than five percent of Chemistry 101 students have dropped out of the course during this past semester. Classes are getting larger and standards are getting higher. In the past, students have been pressed on to the next level of chemistry when their average exam score was less than a 70 percent without the aid of a tutor.

Although that is changing with increasingly high exam scores, Dr. LaCourse said, "When we give a C, no matter how that C comes about, the students should know enough of the material." General chemistry coordinator, Dr. Tara Carpenter added, "We won't pass someone if we know they'll fail 102. That won't help anyone."

Pass rates have risen by roughly 10 to 15 percent from fall of 2003 to fall of 2006, coinciding with the implementation of the Discovery Center as part of

the Chemistry 101 course. This year alone the averages of exam scores for Chemistry 101 have reached 70 percent and above.

Despite the daunting horror stories regarding Chemistry 101, the exams, lectures, and expectations for the course have stayed the same. Students have risen to the challenge with higher exam averages.

Lectures are supposed to inspire students to crack open their textbooks and read on their own. However, with the knowledge that students learn differently, faculty have expanded beyond the limitations of the crowded lecture hall to give students the intimacy of working in small groups during discussion in the Discovery Center. Dr. Carpenter and Dr. LaCourse designed the Discovery component of Chemistry 101 to add yet another medium for conveying course material to students.

The Discovery Center, located on the second floor of the University Center, houses a number of small round tables, each complete with a whiteboard and computer. UMBC is pioneering the field of intro-level chemistry by creating a discussion with its own unique set of rules. "We're doing it the UMBC way," said Dr. LaCourse.

It was discovered that, as the number of absences from discussion rises, the student's exam score decreases. By forcing students to remain in discussion for

two hours without distraction, the professors are making sure students devote at least two hours a week out of their busy schedules to chemistry.

Beyond just chemistry, the Discovery Center aims to teach students lessons in problem-solving and forces students to get involved through active learning. Students now have to use their two-hour discussion time to work through chemistry problems together. Students are given the role of manager, blogger, researcher or whiteboard scribe and remain in character throughout discussion. Relying on each other and working together, students attempt to complete the complex problems presented to them. Discussion teaches students the important skills of communication and problem solving that can be applied throughout their college careers and, even further, to the workforce.

With the Tutorial Center, lectures in the Discovery Center, online quizzes, and office hours, professors are providing resources for students and hoping that students will take responsibility for their education. Faculty members are also looking at every student entering Chemistry 101, trying to assess difficulties and problem areas. If a student needs to retake Chemistry 101, the professors try to pinpoint the problems the students had with the course and mention additional courses or help so the student can be successful. "We are giving 100% responsibility for student success or failure," said Dr. LaCourse.

Ultimately, success in chemistry, or perhaps in life in general, comes down to, as Dr. LaCourse said, learning, responsibility, and commitment." Doing well in Chemistry 101 does not depend on how high the curve is. It depends on the dedication and commitment of the student and whether the student is willing to utilize the tools to become a life-long learner.

If more students are passing Chemistry 101 and going on to the next level of chemistry, that means more students will be in need of lab materials, additional teaching assistants, and time from professors, which is a cumulative side effect of everyone's success. The professors at UMBC are willing to make the commitment and students are demonstrating their willingness to make their education a top priority.

UMBC

AN HONORS UNIVERSITY IN MARYLAND

Department of Chemistry and Biochemistry
University of Maryland, Baltimore County
1000 Hilltop Circle
Baltimore, Maryland 21250

PHONE: 410-455-2491
FAX: 410-455-2608
VOICE/TTY: 410-455-3233
www.umbc.edu

October 25, 2002

Dear Dr. Pollack,

I wanted to take this opportunity to bring to your attention the outstanding efforts of Mr. Dennis Cuddy in organizing the recent Undergraduate Research Symposium. Dennis was a tremendous help in procuring and organizing all matters relating to infrastructure, staffing and service associated with this event. Beyond this he nearly alone collated and organized the meeting abstracts which is the other major task in this event. This was a very large task, since about 250 people attended the Symposium. Dennis put in a lot of his own time on this project and was here all day on the day of the event, from 7am, to make sure that things went smoothly. He was singly responsible for the fact that all these things came together without a hitch. He is a pleasure to work with, taking care of many problems I was unaware of until after they were solved. He is a singular asset to the Department and University. I hope you will please make this high acclamation a part of his employment file.

Sincerely,



James C. Fishbein
Professor of Chemistry and Biochemistry

cc: Dennis Cuddy ✓

FOUNDED 1908

THE WHITING-TURNER CONTRACTING COMPANY

(INCORPORATED)
ENGINEERS AND CONTRACTORS

CONSTRUCTION MANAGEMENT
GENERAL CONTRACTING
DESIGN-BUILD
SPECIALTY CONTRACTING
OFFICE/HEADQUARTERS
RETAIL/SHOPPING CENTERS
HEALTH CARE
BIO-TECH/PHARMACEUTICAL
HIGH-TECH/CLEANROOM

HAMPTON PLAZA, 300 EAST JOPPA ROAD, TOWSON
BALTIMORE, MARYLAND 21286-3048
410-821-1100
Fax 410-337-5770
www.whiting-turner.com

INSTITUTIONAL
DATA CENTERS
SPORTS AND ENTERTAINMENT
INDUSTRIAL
WAREHOUSE/DISTRIBUTION
MULTI-FAMILY RESIDENTIAL
ENVIRONMENTAL
BRIDGES, CONCRETE

WRITER'S DIRECT NUMBER IS

410-337-2310

October 1, 2007

Mr. Dennis Cuddy
Manager, Administration and Facilities
Department of Chemistry and Biochemistry
Room 108, Meyerhoff Chemistry Building
1000 Hilltop Circle
Baltimore, MD 21250

Dear Dennis:

It gives me great pleasure to write this letter on your behalf.

The Whiting-Turner Contracting Company was contracted to perform a very complex \$32,000,000.00, multi-year, multi-phased renovation of UMBC's existing Chemistry / Biochemistry building while it remained occupied and operational. This work occurred between 2001 - 2005. Whiting-Turner is always up for a challenge, however as anyone who has worked in the construction industry knows, working in an occupied building is probably one of the most difficult operations to complete! It takes real team work and a major part of the success or failure of this type of project depends upon the individual representing the Owner. In our case, a major part of the success of the project was due to having a very dedicated Owner's Representative named, *Dennis Cuddy*! Your ability to work with both Whiting-Turner and the occupants was amazing! Just the idea of rescheduling and relocating all the classes was mind boggling! You clearly communicated to the occupants our needs and deadlines as it related to having areas ready for us to renovate as well as having the occupants fully relocated into their new spaces in the time we allotted! To the best of my knowledge, we never once had to evacuate the building due to typical construction mishaps!

It says a lot that the project won the esteemed:

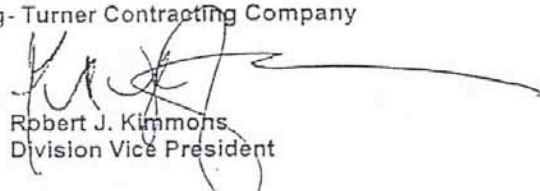
- Construction Owners Association of America Project Leadership Award for 2003

UMBC and the University System of Maryland should be extremely proud to have an individual such as yourself looking out for the interests of the University, Faculty, Students and the greater Campus Community!

I wish you every continued success!

Very truly yours,

The Whiting-Turner Contracting Company


Robert J. Kimmons
Division Vice President

WT

eypac.com

Einhorn Yaffee Prescott
Architecture & Engineering P.C.
1000 Potomac Street NW
Washington, DC 20007
Telephone 202 471 5000
Fax 202 471 5050

EYP/

November 26, 2007

Staff Awards Committee
Office of the Provost
Administration Building
University of Maryland, Baltimore County
1000 Hilltop Circle
Baltimore, Maryland 21250

Re: Recommendation of Dennis Cuddy
for the Board of Regents University System of Maryland Staff Award

To the Members of the Committee:

I write in support of Dennis Cuddy for the Board of Regents University System of Maryland Staff Award.

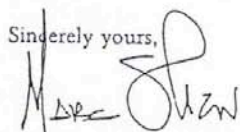
The Einhorn Yaffee Prescott team collectively, and I personally, had the opportunity to work with Dennis as architects and engineers for the renovation of the UMBC Chemistry/Biochemistry building. It is worth noting that the Construction Owners Association of America National Award was given to the University System for the project, in large part because of the physical complexity of the project, the challenges presented by maintaining the teaching and research activities during construction, and the quality and effectiveness of the process and the solution. Dennis' enthusiasm, knowledge, collaborative spirit, and ongoing concern for UMBC, its students, and its staff were crucial to the project's success.

Dennis worked with the team throughout the project, acting as liaison between users and architects, assembling information from disparate sources necessary to the design, and providing valuable critiques of options under discussion. He consistently represented the Department's requirements, balancing them with the demands of the design and construction process. His intimate knowledge of the needs and the operations of the Department and the existing building were invaluable. At the same time his flexibility (and that of the entire Department) helped move a challenging process forward.

It is worth noting that Dennis' efforts led to National Institutes of Health funding of a large portion of the West Wing of the building. These funds were not available initially. Securing the grant in a timely manner allowed the funds to be leveraged, taking advantage of the project infrastructure already in place. The result is saving time and money.

Both the project process and the completed building are better because of Dennis' involvement. His demeanor and ability speak well of the University. I would gladly work with him again and I recommend him wholeheartedly for the Board of Regents award.

Sincerely yours,



Marc Shaw, RA, LEED AP
Principal

Einhorn Yaffee Prescott
Architecture & Engineering P.C.