DEBRA S. LARSON

EDUCATION AND LICENSES

Ph.D., Civil Engineering, Arizona State University
M.S., Civil Engineering, Michigan Technological University
B.S., Civil Engineering, Michigan Technological University
Professional Civil Engineer Previously Licensed in Oregon and Arizona

ACADEMIC POSITIONS AND ACCOMPLISHMENTS

March 2017 to Present
Provost and Vice President of Academic Affairs, California State University, Chico
President of Chico State Enterprises
Institutional Research Official

Chico State is a Hispanic Serving Institution and a member of the twenty-three campus CSU system. The University is a comprehensive, masters-level university of 17,000 students with colleges of Agriculture; Business; Behavioral and Social Sciences; Communications and Education; Engineering, Computer Science, and Construction Management; Humanities and Fine Arts; and Natural Sciences. The campus employs 987 faculty and 1046 staff. General fund budget is $249 million. Areas of strength include international education; civic engagement, first-year experiences, and student success; undergraduate research and extensive co-curricular programming; sustainability; and grant-funded community and public service. Among its many rankings, Chico State ranked 40th on College Consensus' 2020 Best Public Colleges and Universities, #5 nationally for lowest student debt by LendEDU 2020, 52/730 and 21/730 on Money magazine's 2020 Best Colleges in America Ranked by Value and as Most Transformative, and 2/30 Great Value 2020 Colleges Best Disaster Preparedness.

- Fiscal
  - Oversee a general fund budget of $140 million, and an enterprise portfolio of $47.6 million.
  - Returned division to a balanced budget from a long-standing position of deficits. Collaboratively developed a COVID-impacted 2020-21 budget; managing a 9% reduction with reserves, roll-forward funds, and reduced hiring and operational spending.
  - Facilitated a commitment to student recruitment and optimized curricula in the College Humanities and Fine Arts to bring expenses in line with revenue.
  - Increased, through consultation, Student Learning Fees that included a 33% financial aid set-aside. Temporarily reduced, due to COVID, Instructional Related Fees by 59%.
  - Actively supported the efforts of University Advancement in completion of the campus' $100 million campaign. Supported specific projects: Center for Regenerative Agriculture and Sustainable Systems, Construction Industry Management program, Omron Mechatronics' CoLab, and Incentive Fund for College Deans.

- Organizational

- Supported a collegial relationship amongst cabinet members and the President's "Together We Will" theme of campus transition.
- Created a well-functioning institutional research analytics organization within Information Resources.
- Adjusted the division's leadership; growing a diverse team. Established an Extended Leadership Forum, strengthen the Council of Chairs, and encouraged a Lecturer Council. Rebuilt the Office of Academic Personnel, reorganized the Vice Provost's portfolio with improvements to the Teaching and Learning Program and Faculty Development.
- Encouraging an energized Regional and Continuing Education and efforts towards self-support and on-line programming including recent successful launches of the COB's online MBA, CME's certificate in educational technology, and a MS in Interdisciplinary Studies-Wildland Management.
- Collaborated with the Division of Business and Finance; reinvigorating campus' commitment to sustainability and its progress towards its 2030 carbon neutral pledge.

- Chico State Enterprises
  - Merged the Office of Research and Sponsored Programs with the Research Foundation to create the Chico State Enterprises, a new 501(c)(3). Rebuilt the governing board. Hired an inaugural CEO.
  - Notable units include the Center for Healthy Communities, Passages – North State's Agency on Aging, North State Planning Collective and the Center for Economic Development, North State Public Radio, North State Symphony, Gateway Science Museum, and the Ecological Reserves system,
  - 2019-20 FY: Awarded 210 proposals totaling $32M. Booked $32.4M in expenditures.
  - Finalized a MOU with the Mechoopda regarding access and cultural artifacts within the Big Chico Ecological Reserve. Working to transfer the 90-acre Butte Creek Ecological Preserve to the Mechoopda and the Eagle Lake Field Station to the Susanville Rancheria.

- Academics
  - Completed a successful WSCUC (WASC) institutional accreditation review, July 2019.
  - In collaboration with the Division of Student Affairs, refocused our CSU Graduation Initiative 2025 activities. Adopted a CRM product and grew academic advising capacity. Graduation rates as of Fall 2019: 4-year FTF= 33.1%, 6-year FTF=67.4%, 2-year FTT=41.8%, 4-year FTT=79.2%, URM Achievement Gap=11.9%.
  - With the faculty, eliminated remedial math and English. Implemented co-requisite programming. Implementing AB 1460 Ethnic Studies into General Education.
  - Division awarded 5 HSI DOE or NSF grants totaling $12.8 M for enhanced student and faculty research and pedagogical experiences.
  - Refined faculty search processes and funded a faculty fellow; encouraging more diverse search outcomes and TT opportunities for lecturers. Established the Act Now advisory committee on faculty diversity. Utilize a second hire opportunity practice.
  - Refined, with the faculty, the standards and practices for retention, tenure and promotion; strengthening a commitment to excellence and the teacher-scholar.
  - Established with division leaders, the EDxChico and Inspire programs highlighting faculty excellence in teaching and scholarship.

- With Vice Provost and Dean of Undergraduate Education, led the division's planning and response to COVID. Established the Go Virtual Institute. Supported campus transition with a loaner technology program, software support, and on-campus outside WiFi upgrades.

- Crisis Management leadership with the university cabinet: a public suicide, an on-campus murder of a non-student, a flash flood, measles, the Camp Fire – America's most devasting wildfire, COVID-19, and the recent Bear Fire.

August 2011 to March 2017
Dean, College of Engineering, California Polytechnic State University, San Luis Obispo, CA

Cal Poly, a member of the CSU, is a nationally ranked public master's level university that enrolls 20,000 students and is known for its "Learn by Doing" approach. As Cal Poly's largest college, Engineering hosted some of the highest ranked undergraduate programs in the nation. The college consisted of eight academic units with 14 undergraduate and 11 master's programs, six research institutes, 230 faculty, 61 staff, and over 6,500 students. In 2017, US News and World Report ranked the College as #5 for Masters-level engineering colleges; Forbes ranked the College at #18 as a 2016 Top STEM College.

- Managed an annual budget of $40 million. Grew research to $8.3 million.
- Eliminated deficit spending practices. Managed an 8.6 percent cut FY 12. Hired twenty-nine new tenure-track faculty.
- Raised $65.7 million in philanthropic gifts between Fall 2011 to Winter 2017.
- Established a strategic plan celebrating strengths and energizing a path forward.
- Increased multidisciplinary, hands-on student activities through: Multi-D and Entrepreneurial senior capstone experiences, CPConnect funding for student projects and clubs, Quality of Life Plus, Innovation Quest, Innovation Sandbox, Project Expo, and established the Liberal Arts and Engineering Studies program.
- Launched or enhanced initiatives in: fire protection engineering, cybersecurity, autonomous flight, innovations and entrepreneurship, big data, space systems technology, advanced manufacturing, assistive technologies, mobile communications, and safety.
- Grew corporate partnerships, strengthened the college's advisory board, enhanced alumni and parent outreach, and increased participation in international exchange programs.
- Attracted a more diverse student body through: CPScholars, Multi-Cultural Engineering and Women in Engineering Programs, Women in Software and Hardware, EPIC-Engineering Possibilities in College, Professional Advising Center, and Earn-by-Doing scholarships.
- Improved graduation rates: Fall 2017, six-year FTF=71.2%, four-year FTF=30.6%.
- Developed faculty and staff policies and established regular faculty governance processes.
- Enhanced communications. Realized a significant increase in media pick-ups.

July 2010 to August 2011
Associate Vice Provost for Academic Affairs, Northern Arizona University, Flagstaff, AZ

Northern Arizona University is a comprehensive doctoral-level university serving 27,700 students at its Flagstaff campus and through its online and statewide programming. NAU's NSF research ranking in 2019 is 196. The university is a leader in sustainability, science, business, green buildings, and cultural arts. It is well known for its innovative student practices including personalized learning and international education, and for its service to Native American and Veteran communities. I led and managed the student business systems and various academic processes and policies.

- Supervised Curriculum and Academic Systems Administration, the Office of the Registrar, and Air Force and Army ROTC units.
- Assisted with curricula processes on the main and branch campuses.
- Revised academic and curriculum procedures to remove barriers and enhance effectiveness.
- Managed class fees, academic dishonesty, appeals and dismissals, and the Western University Exchange program.
- Provided oversight to summer school with $13.4 million in gross revenue.
- Led the Associate and Assistant Dean's Roundtable.
- Conducted a review of Academic Affairs' PeopleSoft organization.
- Planned and managed commencements including the May 2011 Commencement in a Tent.

May 2008 to July 2010
Associate Dean, College of Engineering, Forestry and Natural Sciences, Northern Arizona University, Flagstaff, AZ

At the time, the College consisted of 10 academic units, 8 research institutes and centers, 205 faculty, 151 staff, 196 graduate assistants, over 4200 students, $24.4 million in annual research activations, and $16.1 million state-funded budget. I managed, with the dean, all aspects of the college's academic, student, and research affairs.

- Facilitated the college's research activities, realizing a 16 percent growth in the number of awards and 20 percent growth in funds awarded from FY 08 to FY 10.
- Supervised the college's student services team who supported advising, student recruitment, career progression, scholarships, internships, and multi-cultural engineering.
- Initiated or collaborated on: American Indian Pathways Project funded by the DOE-NNSA, Engineering Scholars Program funded by NACME, Watershed Research and Education Program funded by SRP, Power Engineering and Workforce Development funded by APS, and Engineering program fees. Secured $1,092,000 in grant funds.
- Assisted in identifying and managing permanent cuts totaling 7.7 percent of the college's FY 09 budget.
- Author or co-author of college-wide policies: Faculty Service Guidelines, P&T Preparation and Review Guidelines, Research Faculty Appointment Guidelines, Workload Definitions and Assignments, and Student Success Plan.

May 2004 to May 2008
Department Chair, Civil and Environmental Engineering, College of Engineering and Natural Sciences, Northern Arizona University, Flagstaff, AZ

- Grew enrollment in the department's two undergraduate programs by 167 percent, and grew membership in the department's advisory council by five-fold.
- Tripled the level of funding coming to the department's foundation accounts and doubled the department's available operational and development dollars.
- Led the department through two successful ABET program accreditation reviews in 2007-08, and was awarded the Seal of Assessment Excellence from NAU's Office of Academic Assessment.
- Established an Engineers Without Borders student chapter, strengthened the role of the ASCE student chapter, contributed to ASCE's Policy 465 and BOK, and served as an ABET evaluator.

July 2005 to July 2006
Associate Dean of Engineering and Professional Programs, College of Engineering and Natural Sciences, Northern Arizona University, Flagstaff, AZ

Responsible for integrating the engineering and professional programs into a newly merged college, while simultaneously serving as department chair.

- Co-authored the cross-disciplinary plan for a Master of Science in Engineering in Sustainable Systems and Advanced Design.
- Managed the final installation and move into the newly renovated Engineering building.
- Led the engineering programs through a successful ABET focused accreditation review triggered by college restructuring.
- Chaired the Design4Practice revitalization process.
- Supervised Multi-Cultural Engineering Program.

January 2003 to June 2003
Visiting Professor, Joint Appointment in Departments of Civil Engineering and Forest Products Technology, Helsinki University of Technology, Espoo, Finland

August 1994 to August 2011
Faculty, College of Engineering and Technology, Northern Arizona University, Flagstaff, AZ

- Hired as an Associate Professor, promoted in 2000 to Professor.
- Led the effort resulting in the 1999 Boeing Outstanding Educator award for a four-person team that created and implemented the five-course multi-disciplinary Design4Practice Program.
- Visiting Scholar for the ASEE/NSF Distinguished Lecturer program.
- Over ten years of participation with the acclaimed ASCE ExCEEd Teaching Workshop as workshop designer, host, presenter, master teacher, and mentor. Local sponsorships totaled $764,600.
- Scholar of small diameter tree utilization and harvesting economics. Secured $485,100 in sponsored research.
- Long-standing member of the Greater Flagstaff Forests Partnership: Chair of the Advisory Board and member of the Board of Directors.
- Chaired the CET Conditions of Faculty Service rewrite committee.

January 1989 to May 1994
Graduate Teaching Associate, Department of Civil Engineering, Arizona State University, Tempe, Arizona

CORPORATE EXPERIENCES

March 1988 to January 1989
Senior Plan Review Engineer, Wildan Associates, Phoenix, Arizona

June 1986 to March 1988
Sunbelt Regional Engineer, Phoenix Service Center, Trus Joist International, Tempe, Arizona

September 1984 to June 1986
Staff Engineer, Corporate Engineering, Trus Joist Corporation, Boise, Idaho

June 1983 to August 1984
Plant Technical Director, MICRO=LAM® Division, Trus Joist Corporation, Junction City, Oregon

August 1981 to May 1983
Professional Intern**,** Weyerhaeuser, Engineered Wood Products Sales Group and Civil/Structural Engineering Section Tacoma, Washington

June 1978 to June 1979
Analysis Engineer, Manitowoc Crane Co., Manitowoc, Wisconsin

HONORS

Distinguished Civil Engineering Alumni, 2018, School of Sustainable Engineering and the Built Environment, Arizona State University

ExCEEd (Excellence in Civil Engineering Education) Leadership Award, 2015, American Society of Civil Engineering, ASEE Division of Civil Engineering

Presidential Council of Alumnae, 2014, Michigan Technological University, Houghton, MI

Academy of Civil and Environmental Engineers, 2011, Department of Civil and Environmental Engineering, Michigan Technological University, Houghton, MI

Golden Key, 2010, Most Influential Faculty, Northern Arizona University

Arizona Society of Civil Engineers, 2008, Distinguished Service Award, and 2005 President's Award

Distinguished Lecturer, 1999-2000, NSF/ASEE Visiting Scholars Program

2000 ASME Curriculum Innovation Award, Honorable Mention, Design4Practice

1999 NAU Centennial Year Service Award for the Design4Practice program

Dean's Award, 1999, College of Engineering and Technology, Northern Arizona University

Outstanding Teaching Award, 1999, Pacific Southwest Section of American Society for Engineering Educators

Boeing Outstanding Educator Award, 1999, Design4Practice: Engineering Design through the Curriculum at NAU, $50,000.

SELECTED PROFESSIONAL CONTRIBUTIONS OR ACTIVITIES

ABET, Academic Advisory Council: Vice Chair 2015-2018, Session chair 2013

ABET EAC Accreditation Evaluator: Conducted five program reviews, 2006-2010

AALI, Executive Leadership Academy, Class of 2018-2019

ACE, 86th National Women's Leadership Forum, Participant, December, 2015

ASEE, Engineering Deans Council: Vice Chair Executive Board 2014-2016; Undergraduate Experience Committee, Co-Chair; Planning member, session chair, and co-conference chair for three Engineering Deans Institutes

ASEE PSW: Past Chair 2009-2010, Chair 2008-2009, Chair-Elect 2007-2008, 2008 Conference Chair

ASCE Journal of Professional Issues in Engineering and Practice: Corresponding Editor 2009-2013

ASCE Committee Service: BOK Educational Fulfillment Committee, Committee on Wood Education, Committee on Faculty Development, Committee on Academic Prerequisites for Professional Practice, Curriculum Committee and Levels of Competence Subcommittee

ASCE Excellence in Civil Engineering Teaching Workshop Host, Developer, Presenter, 1999-2009

California State University System, 2017 to Present: Academic Council of Provosts, Academic Affairs Advisory Committee on Research and Scholarly Activities, STEM-NET Consortium. 2018 to Present: Commission on Extended Learning, Member and Chair of the Innovation Grants Committee. 2020: Unit 3 California Faculty Association Bargaining team.

Cal Poly's Office of the Provost, Leading from the Emerging Future, Inaugural Leadership Development Program, 2014-2015

Dean's Advisory Council, University of Arizona, College of Engineering, Tucson, AZ, 2013-2017

External Visiting Committee, College of Engineering and Computational Science, Colorado School of Mines, Golden, CO, 2015-2016

NCWIT 2016 Pacesetters Program with Zoe Wood and Ignatios Vakalis, Experienced Track

Order of the Engineer: Board of Governors, 2014 - 2018

STEMAz Engineering Pathways Initiative, Science Foundation Arizona and VATCE High School Pre-Engineering Courses with Shepard Wesnitzer, Inc. 2008-2010

Western Academic Leadership Academy, 2015, Western Interstate Commission for Higher Education

COMMUNITY SERVICE

Sunrise Rotary Club of Chico: Member, November 2017 to Present

Rotary Club of San Luis Obispo, Daybreak: Member, February 2015 to March 2017

Toast of Flagstaff, Toastmasters International: Past-President 2010-2011, President 2009-2010

Greater Flagstaff Forests Partnership, Flagstaff, Arizona: Board of Directors, Chair of the Advisory Board, and Utilization and Economics Team member, 1999-2008

PUBLICATIONS

D. Larson, (2015), An Unfamiliar Ring. *ASEE-Prism, Last Word*. September.

D. Larson, R. McKean, S. Cramer, (2014), Learning Outcomes: Less is More. *ASEE-Prism, Last Word*. 23:6, February.

D. Larson, (2014), Integrating the Teacher-Scholar Model into the Tenure and Promotion Processes at a Teaching-Focused Engineering College, In Proc: *2014 ASEE PSW Zone IV Conference*, April 24-26.

E.C. Lowell, D.R. Becker, and D. Larson, (2011), Influence of Policy Incentives on Biomass Utilization. In: *Proc. International Conference on Woody Biomass Utilization*. Starkville, MS Aug. 4-5, 2009.

D. Larson, T. Hayes, and H. R. Pitt, (2011), Case Study: Strategies that Enhanced Summer School Revenue, *North Central Conference on Summer Sessions*, Chicago, IL, March 2-4.

A. Estes, R. Welch, S. Ressler, N. Dennis, D. Larson, C. Considine, T. Nilsson, R. O'Neill, J. O'Brien, T. Lenox, (2010), Ten Years of ExCEEd: Making a Difference in the Profession, *International Journal of Engineering Education*. 26:1.

D. Becker, D. Larson, and E. Lowell, (2009), Financial Considerations of Policy Options to Enhance Biomass Utilization for Reducing Wildfire Hazards, *Forest Policy and Economics.* 8 pp.

E. Lowell, D. Becker, R. Rummer, D. Larson, and L. Wadleigh, (2008), An Integrated Approach to Evaluating Fire Hazard Reduction Treatments Through Utilization Opportunities in the Southwestern U.S., *Forest Science* 54(3) 273-283.

D. Larson, (2008), From One New Program Evaluator to Another, *Directions in Accreditation Newsletter,* ASCE, Fall, 11-12, (Invited Article)

D. Larson, (2007), Self-Awareness about Teaching Style: Development of a Tool, *Proceedings, 2007 ASEE PSW Zone IV Conference,* University of Nevada – Reno, April 12-13.

N. Dennis and D. Larson, (2005), Defining Who Should Teach the Body of Knowledge, *Proceedings, 2005 ASEE Annual Conference*, Portland, OR, June 12-15, No. 1789.

D. Larson, R. Mirth, and R. Wolfe, (2004), The Evaluation of Small Diameter Ponderosa Pine Logs in Bending, *Forest Products Journal*, December, 54(12): 52-58.

D. Larson and A.M. Ahonen, (2004), Active Learning in a Finnish Engineering University Classroom. *European Journal of Engineering Education*, Special Issue: Active Learning in Engineering Education, 29(4).

D. Larson and R. Mirth, (2004), A Case Study on the Economics of Thinning in the Wildland Urban Interface, *Western Journal of Applied Forestry*, 19(1) p. 6.

D. Larson, R. Mirth, R. Wolfe, J. Baer, (2004), Small-Diameter Ponderosa Pine Specimens in Compression, *8th World Conference on Timber Engineering WCTE 2004*, Volume II, Lahti, Finland, June 14-17, pp 487-492.

D. Larson, C. Bersbach, K. Carels, and J. Howard, (2001), Team Talk and Learning Project Management, *2001 ASEE National Conference Proceedings*, Albuquerque, NM, June.

D. Larson, D. Neary, P.J. Daugherty, and C. Edminster, (2000), Harvesting Costs for Potential Bioenergy Fuels in a Fire Risk Reduction Program, *New Zealand Journal of Forestry Science*, Vol. 30, No. 1-2, 114-129.

D. Larson, (2000), A New Role for Engineering Educators: Managing for Team Success, *Proceedings, Materials Research Society Spring Conference*, Symposium HH, April 24-26, San Francisco, CA, (Invited Paper).

S. Gruber, D. Larson, M. Neville, and D. Scott, (1999), Writing 4 Practice in Engineering Courses: Implementation and Assessment, *Technical Communications Quarterly*, Vol. 8, No. 4, Fall, pp. 419-440.

D. Larson and R. Mirth, (1998), Potential for Using Small-diameter Ponderosa Pine: A Wood Fiber Projection, *Forest Products Journal*, Vol. 48, No. 6.

D. Larson, D. Scott, M. Neville, and B. Knodel, (1998), Measuring Student's Confidence with Engineering Problem Solving, *1998 ASEE Conference Proceedings*, Seattle, WA, June 28-July 1.

D. Larson and A. Fafitis, (1995), Periodic Response and Stability of a Rigid Mass Resting on a SDOF Oscillator, *Journal of Engineering Mechanics, ASCE,* Vol. 121, No. 11, 1226-1233.

D. Larson and A. Fafitis, (1995), The Steady State Solution for a Coulomb Damped Mass, *Journal of Engineering Mechanics, ASCE,* Vol. 121, No. 2, 289-298.

A.C. Singhal, D. S. Larson, S. Govil, and V. Karmakar, (1994), Simulation of Blast Pressures on Flexible Panels, *Journal of Structural Engineering, ASCE*, 20(7), 2011-2020.

A. Fafitis and D. Larson, (1993), Passive Control Using Coulomb Damped Masses, *PD-VOL. 52, Structural Dynamics and Vibrations,* ASME 16th Annual Energy-Sources Technology Conference, February 1-3, 1993, Houston, TX, 119-125.

A. Singhal and D. Larson, (1991), Computer Simulation of Weapon Blast Pressures on Flexible Surfaces, *Computers and Structures,* 41(2), 325-330, (Nominated for Best Paper).

D. Larson, L. Sandberg, T. Laufenberg, G. Krueger, and R. Rowlands, (1987), Butt Joint Reinforcement in Parallel-Laminated Veneer (PLV) Lumber, *Wood and Fiber Science*, 19(4), 414-429.

SELECTED REPORTS, SPEAKING ENGAGEMENTS, MEDIA HIGHLIGHTS

D. Larson, (1/20/2021), Crowdsourcing 2021-2022: Building a Collective Vision for Our Future, Tipping Point Student Success Summit, Chico State University, Chico, CA. https://www.csuchico.edu/tipping-point/

J. Bell, T Rowe, J. Mays, and D. Larson, (10/27/20), Cost of Instruction, CSU Academic Council Meeting by Zoom.

D. Larson and R. Ogle, (6/16/20), Leadership in Times of Crisis, Executive Leadership Academy, American Academic Leadership Institute, Washington, D.C.

D. Larson, (5/21/20), Keep On: Chico State in the Time of Covid-19. Chico Sunrise Rotary, Chico. CA.

D. Grassian and D. Larson, (Postponed), Using Lines of Inquiry to Prepare for a Site Visit, 2020 WASC Senior College and University Commission Academic Resource Conference, Garden Grove, CA

D. Larson, (3/4/20), Structuring Work, LEAD 6 Management Leadership Program, Chico State University, Chico, CA

D. Larson, (1/16/20), Half-Way to 2025, Closing Plenary, Tipping Point Student Success Summit, Chico State University, Chico, CA. https://www.csuchico.edu/tipping-point/index.shtml

D. Larson, R. Ogle, and T. Papillon, (6/18/19), Leadership in Times of Crisis, Executive Leadership Academy, American Academic Leadership Institute, Washington, D.C.

D. Larson, L. Vollendorf, and S. Theodoulou, (4/9/19), Leadership in a Time of Crisis, CSU Academic Council Meeting, San Francisco, CA.

D. Larson, (2/15/19), Authenticity, Assumptions, and Fit, Associated Students Women Like You Leadership Symposium. Chico State University. https://rce.csuchico.edu/connect-learn-engage/women-like-you

D. Larson, (1/17/19), Where Do We Go From Here, Tipping Point Student Success Summit, Chico State University. https://www.csuchico.edu/vpaa/announcements/index.shtml

D. Larson, (9/10/18), Lessons of Leadership, Chico State Women's Leadership Form.

D. Larson, (9/4/18), Building the Best Team of Leaders, CSU Academic Council Meeting, Los Angeles, Ca.

D. Larson, (9/11/18), Three Lessons from a Life of Leadership, Women's Leadership Roundtable, CSU, Chico.

D. Larson, (9/13/16), Supporting your Mission & Vision: RPT, Hiring, Budgeting, Communicating, CSU Engineering Deans Meeting, CSU LA.

D. Larson, (3/4/16), What's Working and What's Not Working, Northrop Grumman Corporate Executive Briefing, Falls Church, VA.

D. Larson, (3/1/16), Women in STEM and in Aerospace and Defense, Testimony to State of California Legislators during CA Aerospace Days, Sacramento, CA. http://defenseaero.senate.ca.gov/hearingsbriefings

D. Larson, January 2016, Like a Women Video, Storytelling in Motion by Gail Mooney, https://vimeo.com/kellymooney/videos

P. Layne, Fall 2015, Women Engineering Leaders – D. Larson profiled, SWE Magazine, pp. 36 – 39.

R. Roach, (8/30/15), Engineering Deans Pledge Diversity Push, http://diverseeducation.com/article/77545/

A. Vollman, August 2015, STEM Dean Roundtable, Insight Into Diversity, www.insightintodiversity.com

D. Larson with C. Johnson, O. Sicat, K. Thomas-Garrios, D. Earley and M. Aceves, (5/19/15), *Meaningful Higher Ed Engagement*, STC 10th Annual National Forum, Loyola Marymount University.

D. Larson with L. Martin-Vega, D. Pines, and S. Howell, (4/12/15), *New Dean's Forum*, ASEE Engineering Dean's Institute, Kiawah Island Resort, S.C.

Four Engineering Colleges and Their Women Deans (8/8/14), STEMJOBS, http://stemjobs.com/four-engineering-colleges-women-deans/

D. Larson (48/14), *The Department of Practical Engineering and Chair Thinker*. Case Study, ASEE EDI.

D. Larson, (4/4/14), *Key Note*, ASME Student Professional Development Conference, San Luis Obispo.

D. Larson, (3/12/14), *Moderator-Pandora's Promise Panel Discussion*, Covered by Aljazeera America.

D. Larson and I. Vakalis with L. Rutter, (2/19/14), *Cal Poly's Cybersecurity Lab Interview*, KCBX FM.

D. Larson, (4/21/13), *Dane Christian Memorial Lecturer - Everything and Engineering*, Valley Christian and Applied Mathematics, Science, and Engineering Institute, San Jose, CA.

D. Larson, (1/28/13), *Multidisciplinary Education at Cal Poly.* http://works.bepress.com/debra_larson/2/

D. Larson, (11/29/12), *The Cal Poly Engineering Scholar*. http://works.bepress.com/debra_larson/1/

D. Larson, I. Vakalis, B. Brenner, (8/31/12), *Educating Cyber-Ready Professionals and Cyber-Engineering Experts at Cal Poly.* http://works.bepress.com/debra_larson/4/

D. Larson, (5/12), *The Future of Engineering*, Rotary Speaker, San Luis Obispo.

D. Larson, (2/12), *Good Morning SLO - Engineering's Future*, San Luis Obispo Chamber of Commerce.

D. Larson, (1/26/12), Key Note Speaker, SWE's Evening with Industry, San Luis Obispo.

A. Hewes, and D. Larson, (Ongoing since 9/11), *A Moment with the Dean*. Cal Poly San Luis Obispo http://ceng.calpoly.edu/about/moment/

Z. Chen and D. Larson, (5/11), *Non-Standard Course Scheduling at Northern Arizona University*.

Z. Chen and D. Larson, (1/11), *Major Switching Trends at Northern Arizona University*.

D. Larson, (9/04 – 6/09), *News from NAU*, Monthly Installments to the Newsletter of the Arizona Section of the American Society of Civil Engineers, http://www.azsce.org/newsletter.php

E. Lowell, D. Larson, R. Rummer, and D. Becker, (8/06), *In-Woods Decision Making of Utilization Opportunities to Lower Costs of Fire Hazard Reduction Treatments*, BLM JFS Project #01-1-2-03.

D. Becker, D. Larson, R. Rummer, and E. Lowell, (2005), *HCR Estimator: Harvest Cost and Revenue Estimator*, USDA, Forest Service, Pacific NW Research Station.

D. Larson, (8/04), *Treatment Costs and Utilization Economics for A1 West*, Research Joint Venture Agreements No. RMRS-98126-RJVA and 02-JVA-11221615283 RMRS 4156, Northern Arizona University, 50 pp.

R. Mirth, D. Larson, K. Carey, and J. Ellis, (1/02), *Can a Northern Arizona Based Small-log Sort Yard Economically Access Current Markets?* Research Joint Venture Agreement No. RMRS-99157-RJVA #1, Northern Arizona University, 13 pp.

D. Larson, (10/01), *The Suitability of Various Markets for Using Small Diameter Ponderosa Pine to Sustain Forest Health and Fire-Risk Reduction Programs in Northern Arizona*, Research Joint Venture Agreement No. RMRS-99157-RJVA #1, Northern Arizona University, 46 pp.

D. Larson, Mirth, R., J. Ellis, and K. Carey, (9/01), *Fort Valley 10K Units 13-16: Inventory, Implementation, and Revenue,* Research Joint Venture Agreement No. RMRS-98126-RJVA, Northern Arizona University, 42 pp.

D. Larson and N. Dennis, (6/01), *Report to ASEE/NSF on the Visiting Scholars Program*. ASEE/NSF Visiting Scholars Program.

R. Mirth, D. Larson, and J. Ellis (2001), *Ponderosa Pine Log Air-Drying Rates in Flagstaff, AZ*. Research Joint Venture Agreement No. RMRS-98126-RJVA, Northern Arizona University, February.

R. Mirth and D. Larson, (9/00), *Does a Sort Yard Make Sense?* Research Joint Venture Agreement No. RMRS-98126-RJVA, Northern Arizona University.

M. Hoit, S. Holzer, A. Brizendine, M. Evans, D. Larson, K. Murray, N. Dennis, J. Isaacs, and R. O'Neill, (1999), *Program Design Workshop – Final Report*, Funded by ASCE ExCEED Program Design Workshop, Educational Activities Department, August.

R. Temple, P. Gagnon, S. Harrington, J. Bailey, Y. Kim, and D. Larson, (1999), *Assessment of Forest Resources and Communities in the Four Corners Region*. Four Corners Sustainable Forestry Initiative, Funded by the USDA Forest Service, August.

D. Larson, (6/25/99), *An Assessment of Current Wood Product Industries for Target Counties in Arizona and Utah*, Four Corners Sustainable Forestry Initiative, State of New Mexico.

D. Larson and R. Mirth, (1999), *Opportunities for Funding Wildland-Urban Interface Fuels Reduction Programs.* Research Joint Venture Agreement No. RMRS-98126-RJVA, Northern Arizona University, April, 89 pp.

R. Mirth and D. Larson, (1997), *Potential for Using Small Diameter Ponderosa Pine Resources in Arizona – A Feasibility Study*, Little Colorado River Plateau RCDA, June.

GRANT ACTIVITIES

Cultivating a Culture of Entrepreneurial Mindset and Undergraduate Research, (5/20) $2,499,998, D. Alexander, D. Larson, K. McCarthy, L. Navarro, Funding Agency: NSF, DUE-IUSE.

CPConnect, (3/12), $32,550, PI, Funding Agencies: Fluor, Solar Turbines, and Boeing Company.

Power Systems Course, Workforce Development for Engineers, and Senior Engineering Capstone, (9/10), $144,000, co-PI, Funding Agency: Arizona Public Service.

Integrating Two Worlds: A Supportive Pathway for Native American Students from High School to College to National Nuclear Security Agency Careers, (10/10), $525,000 PI, Funding Agency: Department of Energy National Nuclear Security Agency.

NACME Engineering Scholars Program at NAU, (7/10), $137,500, PI, Funding Agency: National Action Council for Minorities in Engineering.

Raytheon Engineering Scholars Program at NAU, (Submitted), $65,000, PI, Funding Agency: The Raytheon Company, Tucson, AZ. Matching Gift to NACME Proposal.

Faculty Activity Reporting Automated System, (4/10), $41,500, co-PI, Funding Agency: NAU's Innovation Fund.

Advancing Design at NAU through an Interdisciplinary Innovation Hub, (4/10), $25,000, co-PI, Funding Agency: NAU's Innovation Fund.

Watershed Research and Education Project, (1/10), $250,000, PI, Funding Agency: Salt River Project Agricultural Improvement and Power District, Phoenix, AZ.

Match Funds Watershed Education and Research Project, (9/09), $133,960, PI, Funding Agency: NAU Office of the President.

Assessing Non-Classroom Summer Activities in the College of Engineering, Forestry& Natural Sciences and The W.A. Franke College of Business, (8/09), $7,457.90, PI, Funding Agency: The Arizona Public Service Leadership Fund.

Student Summer Survey, (10/08), $1,000, PI, Funding Agency: NAU Office of Assessment.

CENE Program Level Assessment Grant, (2/06), $2,000, PI, Funding Agency: NAU Office of Assessment.

Cooperative Agreement with Salt River Project, (11/05), approx. $80,000 annually, PI, Salt River Project Agricultural Improvement and Power District, Phoenix, AZ.

Amendment Two to In-Woods Decision Making of Utilization Opportunities to Lower Costs of Fire Hazard Reduction Treatments, (9/04), $20,579, PI, Funding Agency: USDA, Forest Service, Pacific NW Research Station via Joint Fire Service Program– Nat'l Interagency Fire Center.

Amendment One to Economics of Fire and Fires Surrogate Treatments in the Southwest, (11/5/03), PI, $49,645, Funding Agency: USDA, Forest Services, Rocky Mountain Research Station.

The Northern Arizona University Engineering Talent Pipeline Program, (12/10/02), Collaborator, $1,138,000, Funding Agency: The William and Flora Hewlett Foundation, Engineering Schools of the West Grants Initiative.

Economics of Fire and Fire Surrogate Treatments in the Southwest, (8/27/02), PI, $27,203, Funding Agency: USDA, Forest Services, Rocky Mountain Research Station.

Amendment Four to Opportunities for Funding Wildland-Urban Interface Fuels Reduction Programs, (9/01), PI, $47,457.85, Funding Agency: USDA, Forest Services, Rocky Mountain Research Station.

In-Woods Decision Making of Utilization Opportunities to Lower Costs of Fire Hazard Reduction Treatments, (7/01), Co-PI via a Joint Venture Agreement with USFS Pacific NW Research Station, NAU's share is $59,295, Total project is $498,665. Funding Agency: Joint Fire Service – Nat'l Interagency Fire Center.

A Baseline Study Characterizing Small Diameter ponderosa pine Logs, (4/30/01), PI, $71,700.83, Funding Agency: Southwest Fire Initiative Administered by the Ecological Restoration, Northern Arizona University.

Amendment Three to Opportunities for Funding Wildland-Urban Interface Fuels Reduction Programs, (4/13/00), PI, $37,659, Funding Agency: USDA, Forest Services, Rocky Mountain Research Station.

The Total Economic Value of Wildland-Urban Interface Fire Risk Reduction, (7/20/99), Co-PI, $41,442, Funding Agency: USDA, Forest Services, Rocky Mountain Research Station.

Regional Assessment of Forestry Resources in the Four Corners Region, (4/15/99), Co-PI, $39,000, Funding Agency: The New Mexico Energy, Minerals, and Natural Resources Dept via Forest Trust.

Amendment Two to Opportunities for Funding Wildland-Urban Interface Fuels Reduction Programs, (4/6/99), PI, $31,627, Funding Agency: USDA, Forest Services, Rocky Mountain Research Station.

State-of-the-Art Masonry Design Education on the Web, (2/8/99), PI, $23,173, Funding Agency: Arizona Masonry Guild.

Sort Yard Opportunities, (10/28/98), Co-PI and Advisor, $2,924, Funding Agency: NAU Office of the Associate Provost – Research & Graduate Studies.

Opportunities for Funding Wildland-Urban Interface Fuels, (8/11/98), PI, $23,766, Funding Agency: USDA, Forest Services, Rocky Mountain Research Station.

Web-based Wood and Masonry Design Course Project, (7/19/98), PI, $1,000, Funding Agency: The Arizona Masonry Guild.

Managing Engineering Design, (6/8/98), PI, $4,230.80, Funding Agency: NAU Director of Master of Engineering.

Undergraduate Web Courses in Civil Engineering, (2/12/98), PI, $1,000, Funding Agency: NAU Office of Teaching and Learning Effectiveness.

Web-based Interactive Modules for Teaching Wood Design, (12/19/97), PI, $1,500, Funding Agency: American Forest and Paper Association via Washington State University.

Understanding, Teaching, and Measuring Engineering Problem Solving, (10/27/97), PI, $7,144, Funding Agency: NAU Office of Assoc. V.P. for Acad. Affairs.

Undergraduate Web Courses in Civil Engineering, (9/15/97), PI, $1,000 + 40 hrs of OTLE student support, Funding Agency: NAU Office of Teaching and Learning Effectiveness.

Web-based Wood and Masonry Design Course Project, (8/5/97), PI, $2,000, Funding Agency: The Arizona Masonry Guild.

Uses for Very Small Diameter Ponderosa Pine Trees, (9/19/96), Co-PI, $30,000, Funding Agency: AZ Dept. of Commerce via The Little Colorado Resource and Conservation District.
Path to Synthesis: Engineering Design at NAU, (3/11/96), Co-PI, $4,500, Funding Agency: NAU Office of Instructional Development & Faculty Growth.

Alternative Building Materials: The ThermoBlock System, (10/23/95), PI, $1,500, Funding Agency: NAU Office of Assoc. VP for Acad. Affairs.

An Engineering Design Experience: EGR 299 and EGR 399, (9/6/95), PI, $422.10, Funding Agency: NAU Office of Instructional Development & Faculty Growth.

Value-Added-Wood Waste Recycling, (6/23/95), PI, $690, Funding Agency: DOE, HBCU/MI via NAU's Office of the Assoc. Provost.

Student Travel to ASEE Annual Conference in Anaheim, CA, (4/2/95), Co-PI, $1,000, Funding Agency: NAU Vice President for Academic Affairs.

An Engineering Design Lab, (10/28/94), PI, $41,824, Funding Agency: NAU Computer Steering Committee.

Value-Added-Wood Waste Recycling, (10/17/94), PI, $6,000, Funding Agency: NAU Office of Assoc. V.P. for Academic Affairs.

Integrating Design in Engineering, (10/10/94), PI, $6,000, Funding Agency: NAU Office of Grant & Contract Services.

An Engineering Design Experience: EGR 299, (9/16/94), PI, $500, Funding Agency: NAU Office of Instructional Development & Faculty Growth.