

MOHAMED ABOUSALEM, P.Eng., Ph.D., MBA

PROFILE

A seasoned executive with proven strategic and operational leadership skills in rapidly evolving, sophisticated academic, non-profit, and for-profit business environments. Passionate about the great intellectual, social, and economic value public education brings to our society. Student-centered leader who believes in providing equitable opportunities to all students to achieve their goals in an environment rich in top-quality academics, care, support, and innovation. Mission-focused, goal-driven, collaborative, caring, transparent, trustworthy, highly-engaged, and effective communicator. Excellent administrative management, financial stewardship, fundraising abilities, and overall execution. Promote strategic and operational excellence in all professional environments, internally to build success and externally to craft mutually-beneficial partnerships.

EXPERIENCE

SAN JOSÉ STATE UNIVERSITY, San Jose/Silicon Valley, CA, USA

As the most transformative university in the USA, San José State University (SJSU), the founding campus of the California State University (CSU), provides a comprehensive university education, granting bachelor's, master's, and doctoral degrees in 250 areas of study. With approximately 36,000 students and 4,300 employees, SJSU is an essential partner in the economic, cultural and social development of Silicon Valley and California.

Vice President for Research and Innovation (6/2019 – present)

Reporting to the President, Member of the President's Cabinet

President of the Board of Directors, SJSU Research Foundation (7/2019 – present)

Chair, Council of Campus Research Officers, CSU (5/2021 – present)

Board Member, California Institute of Regenerative Medicine (2/2022 – present)

Gubernatorial Appointment, CSU Representative

Member, Knight Foundation Community Advisory Council (3/2022 – present)

Board Member, Bay Area Science and Innovation Consortium (10/2022 – present)

Responsibilities

- Strengthen and expand the university's research enterprise
- Maximize the institutional capacity, opportunities, and research reputation
- Secure and grow extramural government, foundation, and industry research funding
- Strengthen and support the Teacher-Scholar model
- Support Scholarship of Engagement through innovation and entrepreneurship
- Expand student participation in faculty-led research and creative activity
- Strengthen research administration and compliance services
- Lead public-private engagements that foster innovation and grant collaborations
- Foster a culture of highly effective, community-engaged, multidisciplinary research
- Promote and embrace shared governance in substantive research matters
- Lead the planning, administration, and evaluation of university research facilities, centers, institutes, research support services, and multi-user equipment facilities
- Establish and grow institution-wide innovation and technology transfer programs
- Grow research knowledge transfer pathways from the lab to the community
- Recommend funding allocation for research and innovation programs and activities
- Lead and inspire to foster a culture of collaboration, innovation, and research productivity
- Provide strategic counsel to the President related to research and innovation needs and the implications of major institutional choices

- Advance a proactive culture of collaboration with the other cabinet members
- Liaise with the CSU Chancellor's Office on system-wide research and innovation priorities

Select Achievements

1. Infrastructure

- o Established the Division of Research and Innovation vision, organization & programs
- o Created the Research Development unit & grantsmanship support programs resulting in increased extramural grant activity across campus: 25% increase in the number of proposals and more than double the dollar value of proposals
- o Established the Office of Innovation and the technology transfer system and processes
- o Established the SJSU Silicon Valley Small Business Development Center to connect campus entrepreneurs with resources from the Silicon Valley innovation ecosystem
- o Launched the SJSU SpartUp Incubator to train and support SJSU entrepreneurs
- o Led the vision and developed the university's entrepreneurship support program plans for a startup incubator and a global accelerator

2. Funding

- o Expanded extramural funding by 30% to \$65M in FY22 & FY23 from \$50M in prior years
- o Expanded total research expenditures by 60% to \$75M in FY23 from \$47M in FY19
- o Expanded internal funding opportunities for multidisciplinary research across campus
- o Created the SJSU Research and Innovation Student RSCA Fellowship as a cohort-based program to train students on research and develop faculty as mentors
- o Created the SJSU VPRI Mid-Career Faculty Fellowship to help elevate the RSCA of established faculty in support of their promotion and tenure

3. Operations

- o In close collaboration with the Provost and academic deans, enhanced the university-wide faculty research buy-out program to better recognize and support the teacher-scholar model, align the program with the tenure and promotion review process, reduce the administrative burden on faculty, and maintain financial predictability
- o Improved the value and relevance of research and innovation in the university's promotion and tenure policy and process
- o Developed and successfully implemented a comprehensive RSCA COVID-19 Adapt Plan through an all-inclusive consultation to gradually and safely restart research
- o Streamlined research administration services and eliminated operational bottlenecks as part of aligning institutional research services with future growth
- o Championed continuous improvements in SJSU Research Foundation operation, internal and external relationships, financial management, and Board governance
- o Developed the funding strategy, models, plan, and prospect list for the innovation development campaign and leading the fundraising initiatives and engagements
- o Established the campus's inaugural Institutional Biosafety Committee

4. Partnerships

- o Developed and implemented a strategy to broaden and deepen the affiliation with government partners (e.g., NASA) for expanded value for researchers and students
- o Led several sponsored research engagements between the colleges and Silicon Valley
- o Led initiatives to integrate the institution within the community through successful program engagements with the City of San José
- o Led industry research engagements with Silicon Valley companies; e.g., TDK, Corning
- o Established the SJSU Innovation Advisory Council (Silicon Valley leaders and entrepreneurs) to help inform the strategic vision and growth of the innovation agenda

5. Marketing

- o Developed and launched the university's *RSCA Marketing Campaign* with internal and external marketing and communications programs and activities

Notable Engagements

1. University Committee Participation: President's Leadership Council, Academic Affairs Leadership Team, University COVID-19 Policy Group, Academic Senate Committee on Curriculum and Research, Academic Senate Committee on Program Planning, Accreditation Review Committee, Accreditation Steering Committee, Innovation Advisory Council (Chair), Moss Landing Marine Labs Governing Board, University Records Management Advisory Council, VP University Advancement Search Committees, VP Administration and Finance Five-Year Review Committee (Chair), Dean of Science Five-Year Review Committee
2. CSU Leadership: Council of Chief Research Officers (Chair) – leading the efforts to leverage the power of the 23 sister campuses to bring tangible value and growth to each campus through collaboration, shared best practices, and leveraged opportunities
3. CSU Representation: CSU representative board member of the California Institute of Regenerative Medicine – helping to advance CIRM's mandate through the full education and research strengths of the CSU
4. Silicon Valley Engagements: City of San José, City of Milpitas, Knight Foundation, Bay Area Science and Innovation Consortium, Silicon Valley Leadership Group, Joint Venture Silicon Valley, SPUR

UNIVERSITY OF CALIFORNIA SANTA CRUZ, Santa Cruz/Silicon Valley, CA, USA

UCSC Office of Research facilitates the acquisition and administration of research funding, oversees the compliance of campus research with federal, state and university regulations, and administers technology transfer and licensing activities with industry. UCSC spends \$125M in annual research expenditures. I was hired as the first AVC for Research (IATC) to rebuild and expand the technology transfer office operation.

Assistant Vice Chancellor for Research (6/2016 – 6/2019)

Industry Alliances & Technology Commercialization (IATC)
Reporting to Vice Chancellor for Research

Member of the Board of Directors, Startup Sandbox (5/2017 – 6/2019)

The first UCSC-affiliated wet-lab incubator for biotech startup companies in Santa Cruz.

Responsibilities

- Rebuild and grow the technology transfer organization and provide leadership and managerial guidance to intellectual property management, licensing & research alliances
- Grow the intellectual property portfolio and expand the licensing activities
- Facilitate the engagement of industry with the UCSC research enterprise
- Establish campus-wide innovation and entrepreneurship strategy, programs, and policies
- Represent the University at local community events resulting in special recognition of UCSC as an emerging innovation supporter in the counties of Santa Cruz and Monterey

Select Achievements

1. Infrastructure
 - o Established the new IATC organization with clear organizational roles and responsibilities resulting in various operational efficiencies. Hired staff and renewed stability, focus and commitment of original team members with clear, firm and inspiring leadership and vision
 - o Established, through a community partnership, the Santa Cruz Startup Sandbox, the first Santa Cruz wet-lab incubator for tech startups
 - o Established SVLink, UCSC's first Silicon Valley incubator/accelerator, creating new connections with Silicon Valley through a financially-rewarding model
2. Operations
 - o Secured \$2.2M innovation & entrepreneurship funding from the State of California
 - o Doubled the annual invention disclosures through effective engagement with

- researchers resulting in increased number of new disclosing inventors by 30%
 - Increased technology licensing revenue by 50%
 - Reduced annual patent prosecution expenses by 30%, while increasing patent prosecution activity, through disciplined management of outside counsel activities
 - Established the UCSC Patent Advisory Committee comprised of distinguished UCSC researchers, senior UCSC/UC administrative staff, patent attorneys, industry representatives, venture capitalists, and UCSC Foundation Board Trustees. The Committee is providing valuable guidance on patent strategy
 - Established the new Inventor Recognition Program for on-campus patent awardees with personal recognition and on-campus/off-campus promotion resulting in a greater attention to and interest in intellectual property among our campus researchers
 - Redefined the organization's mission, vision, and team values. Developed and incorporated new tools to improve our engagement process. Developed processes and controls for an efficient operation with high-quality internal and external focus on customer service and demonstrably repaired the office's reputation with researchers
 - Created a sustainable metrics tracking and reporting system documenting organizational performance and promoting a culture of accountability
3. Programming
- Led the development of 65 new industry engagements with campus researchers
 - Negotiated several complex industry research collaboration, sponsorship and license agreements resulting in multi-million-dollar research sponsorship income
 - Launched an inclusive campus-wide innovation and entrepreneurship program serving faculty and students in Engineering, Science, Humanities and the Arts
4. Startup Sandbox
- Founded the incubator in partnership with a community angel-investment group
 - Developed the legal framework for the partnership and the founding of the incubator
 - Raised \$700,000 in State funds to support the launch and operation of the incubator
 - Supported the recruitment of the 12 beneficiary startup companies

TECTERRA INC., Calgary, AB, Canada

TECTERRA, a Canada Not-for-Profit Centre of Excellence for Commercialization of Research, contributes to economic growth by investing in the development and growth of geospatial technology companies.

Chief Executive Officer (5/2010 – 5/2016)

Corporate Officer and Director

Reporting to the Board of Directors

Responsibilities

As the founding CEO, provide overall leadership and vision in developing the company and its strategic direction and business operations including finance, HR, budget and risk management through the various phases of its launch and growth.

Select Achievements

1. Created a nimble and effective organizational structure with a strong team and achieved significant impact with tangible results in a short period of a few months
2. Developed and implemented corporate strategies, financial plans, and performance measurement framework to maximize the impact of provincial and federal funds
3. Led the investment of \$40M in over 200 companies across Canada and 25 applied research projects in Alberta, resulting in over \$325M in economic impact including over 280 new jobs
4. Raised sufficient government funding for our operation to continue to deliver significant and meaningful impact for the community many years – negotiated and secured over \$6M in additional federal funding and \$13.5M in new provincial funding
5. Crafted 23 partnerships with organizations that may have otherwise been considered

- competitors to leverage their complementary services and benefit our clients in a well-integrated ecosystem
6. Developed the legal and administrative framework for project funding and the processes and controls to monitor and evaluate the effective utilization of funds. TECETRA's administrative framework became the best-practice reference for the Province's innovation centers
 7. Established and maintained strong relationships with all stakeholders including staff, Board of Directors, Advisory Committee members, funding agencies, partner organizations and the public
 8. Reviewed and reported regularly to the Board of Directors and funding agencies on the overall progress and results against operating and financial objectives

HEMISPHERE GPS, Calgary, AB, Canada (250 Employees, \$75M Revenue)

A multi-national public (TSX) company (Canada, USA, Australia) that developed and manufactured GPS machine guidance software and hardware systems for agriculture, marine and other worldwide markets.

Vice President Corporate Development & Human Resources (1/2010 – 5/2010)

Vice President Marketing & Business Development (5/2007 – 1/2010)

Corporate Officer – Reported to the President & Chief Executive Officer

Responsibilities

- Define, lead, and manage product development, corporate development, marketing communications and the underlying company's strategic plan
- Oversee the design, development & implementation of employee compensation and benefit programs to attract and maintain top talent during changing economic times

Select Achievements

1. Led the company's 35% revenue growth to reach \$73M in 2008
2. Led the crafting, negotiation and integration of a \$21M Australian acquisition in 2007
3. Catalyzed a strong corporate culture with 5% voluntary attrition (industry standard 10%)
4. Led the design and implementation of the workforce restructuring program resulting from the Australian acquisition with minimum disruption to the ongoing operation and growth
5. Established and led the corporate patent committee to instill and inspire a culture of innovation – achieved the aspired patent filing rate of one patent per month
6. Developed company HR guidelines, policies & procedures. Served as the designated expert on the interpretation of policies and issues both domestically and internationally

MAGELLAN (formerly THALES NAVIGATION), Santa Clara, CA, (600 Employees, \$400M Revenue)

A multi-national private company (USA, France, Russia) that developed GPS software and hardware systems for consumer and professional markets. Between 2001 and 2007, Magellan was part of THALES, the \$15B / 65,000 people French conglomerate.

Sr. Director of OEM Technology Solutions (7/2004 – 5/2007)

Reported to the General Manager and the Chief Executive Officer (dual reporting)

Sr. Director of Worldwide Engineering (6/2002 – 7/2004)

Reported to the General Manager and to the Chief Operating Officer (dual reporting)

Director of Marketing (12/2000 – 6/2002)

Reported to the Vice President of Sales & Marketing

OEM Marketing Manager (11/1998 – 12/2000)

Reported to the Director of Marketing

Responsibilities

- Defined, launched and led the development of major technology solutions and multi-

- million-dollar strategic alliance programs for various market segments worldwide.
- Responsible for meeting set cost, schedule, technical, sales and profitability targets with full profit and loss responsibility for a \$40M business.
- Managed daily operations of a global R&D organization in USA, France, and Russia, including 145 engineers and scientists, with an annual budget of \$11M. Brought into this position by the COO to utilize my strong management and organizational skills in integrating a multi-site, multi-cultural engineering organization with common vision, methodology, plans and goals.

Select Achievements

1. Negotiated and closed a major partnership with American Automobile Association (AAA) supporting a \$200M revenue per year for five years
2. Renegotiated the second-term joint venture between Magellan and Hertz USA and led the Hertz NeverLost product development that generated \$10M in revenue per year
3. Developed and coordinated, through cross-functional teams, business proposals, operating budgets and schedules, specifications and contracts through completion
4. Managed the life cycle of a portfolio of high-precision professional GPS products with a price range of \$100 to \$25,000, from inception to end of life.
5. Reduced annual spending by 40% through worldwide workforce reduction and operational efficiencies with minimal impact on development schedules
6. Led labor negotiations with the French employee representative board involving pay, vacation, benefits, reduction in force, and severance agreements
7. Collaborated with the rest of the executive team on the annual strategic business plans and operational action plans and budgets
8. Managed engineering projects through risk mitigation and team empowerment. Replaced legacy problem-focused thinking with solution-driven operation and process

PRIOR EXPERIENCE

- Manager of Research and Development, Position Inc., Calgary, Canada (4/1997 - 10/1998)
- Senior Geomatics Engineer, NCS International (FUGRO), Houston, TX (7/1996 - 4/1997)
- Geomatics Engineer, Pulsesearch Navigation Systems, Calgary, Canada (6/1993 - 6/1996)
- Teaching and Research Assistant & Instructor, University of Calgary, Canada (1991 - 1993)
- Member of Teaching Staff, Alexandria University, Egypt (1989 - 1991)

INDUSTRY BOARD OF DIRECTOR ROLES

LITUS INC., Calgary, AB, Canada (Pre-Revenue)

Nanotechnology technology startup company for efficient lithium extraction.

Chair of the Board of Directors (1/2021 - present)

Responsibilities

- Guide management through the various growth stages of the business
- Lead and support corporate strategy development
- Act on behalf of the corporation and the best interests of its shareholders at all times

NANALYSIS CORP., Calgary, AB, Canada (50 Employees, \$10M Revenue)

Portable Nuclear Magnetic Resonance (NMR) device technology startup company.

Chair of the Board of Directors (5/2015 - 8/2019)

Member of the Board (7/2009 - 8/2019)

Responsibilities

- Guide management through the various growth stages of the business.
- Lead and support corporate strategy development
- Act on behalf of the corporation and the best interests of its shareholders at all times

Select Achievements

1. Supported the company's growth from infancy through profitability – Revenues grew from \$0 to \$10M, and the company is now profitable
2. Supported various rounds of fundraising with successful acquisition of capital, including a public offering, providing for stable and consistent growth of the company reaching a market value of \$29M
3. Developed Board governance and corporate policies for management and oversight
4. Developed strategic, financial, and reputational risk mitigation plans and controls

PROFESSIONAL AFFILIATIONS

- Association of Professional Engineers & Geoscientists of Alberta (1993 – present)
- Canada Foundation for Innovation Multidisciplinary Assessment Committee (2020 - 2022)
- Monterey Bay Economic Partnership Council (2016 – 2020)
- Regional Innovation Network Advisory Council of Alberta (2010 – 2016)
- GeoAlliance Canada Board of Directors (2015 – 2016)
- Canadian Commercialization Consortium (2013)
- University of Calgary Geomatics Engineering Advisory Council (2007 – 2010)
- Lethbridge College, Surveying Engineering Advisory Board (2014 – 2016)
- University of Calgary Alumni Association (1997 – 1998)

EDUCATION

- **MBA**, Leading People and Organizations – Santa Clara University, USA (2005)
- **Ph.D.**, Geomatics Engineering – University of Calgary, Canada (1996)
- **M.Sc.**, Surveying Engineering – University of Calgary, Canada (1993)
- M.Sc. courses in surveying engineering (1989 – 1991) – Alexandria University, Egypt
- **B.Sc.**, Civil Engineering (Honors: rank 5/598) – Alexandria University, Egypt (1989)

AWARDS AND DISTINCTIONS (1991 – 1996)

Research Excellence Awards & Scholarships

- Izaak Walton Killam Memorial Scholarship
- Province of Alberta Scholarship
- Ralph Steinhauer Award of Distinction
- University of Calgary Graduate Scholarship
- Walker Newby & Associates Ltd. Award
- Institute of Navigation Best Paper Award
- Vehicle Navigation Student Paper 1st Prize

Teaching Excellence Awards

- University of Calgary Students' Union Teaching Excellence Award
- The Faculty of Engineering Teaching Award
- Geomatics Engineering Lab Instruction Award (x2)

LEADERSHIP AND MANAGEMENT TRAINING

- Executive Leadership Team Building, SJSU, 2023
- Effective Remote Management, SJSU, 2022
- Anti-Racism, SJSU, 2021
- Microaggressions, SJSU, 2021
- Title IX, SJSU, 2021
- Fundraising – Donor Cultivation and Stewardship Strategies, SJSU, 2019
- Corporate Directors, Calgary, 2018
- Emotional Intelligence, UCSC, 2018
- Gender Bias & Discrimination, UCSC, 2018

- Workplace Investigations, UCSC, 2018
- Disability in the Workplace, UCSC, 2018
- Leadership Academy, UCSC, 2017
- Leadership Communication, Vancouver, 2014
- Human Rights Training, Calgary, 2013
- Executive Leadership Coaching, Calgary, 2012
- Effective Team Development, Calgary, 2011
- Strategic Planning and Execution, UBC, 2008
- Leadership & Teaming Management, UK, 2003
- Manager of Managers, Thales University, 2002
- HR Management, University of Calgary, 1999

LANGUAGES

English (Proficient), Arabic (Proficient), French (Limited)

COMMUNITY SERVICE AND VOLUNTEERING

- English/Arabic translation support for new immigrants (1993 – present)
- Bright Smile Foundation – Board member (2019 – 2020)
- Calgary Immigrant Services - Volunteer Interpreter (2014 – 2016)

PERSONAL INTERESTS AND ACTIVITIES

Reading, jogging, and cooking