

Terry Stokes

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**Regional Economic Development — Establishment of New Ventures — Business Incubation
Research Park Planning, Development, & Management — Commercialization of Intellectual Property
Strategic and Tactical Planning and Execution — Organizational Development**

Professional Experience

Executive Director

2012 to Present

Office of Economic Development Initiatives

- **Huntsville Area Technology and Business Complex (HA/tch) Business Incubation Program**
- **HA/tch Center for Emergent Technologies**
- **Regional Economic and Innovation Outreach**

Sam Houston State University (SHSU) † Huntsville, Texas

Focused on leveraging and extending the resources of Sam Houston State University and its affiliates as a catalyst for economic development in the Central East Texas Region through ongoing collaboration with local governments, economic development agencies, non-profit organizations, non-governmental organizations, and private industry in five key areas:

1. Promoting a culture and spirit of innovation and entrepreneurship to generate new, higher-wage jobs across the Central East Texas Region
2. Paving access to university services, programs, and resources toward igniting regional economic development
3. Creating strategic industry partnerships and commercial ventures based upon the output of SHSU researchers and the creations of inventors based in the region
4. Providing an extensive suite of business start-up services to the region's technology-focused entrepreneurs
5. Expanding and diversifying career opportunities in the region

Major Responsibilities and Achievements:

- Facilitated the successful launch of the Huntsville Area Technology and Business Complex (HA/tch) Business Incubator Program to provide the region's technology-focused entrepreneurs a venue to birth and grow their companies; led the branding and marketing campaign from conception to implementation
- In cooperation with the Houston Angel Network, accelerating the creation of a spinoff investor network to be based in central Montgomery County to provide seed and early-stage funding for technology-focused entrepreneurs based in the Central East Texas Region
- Initiated and successfully established business partnerships with the Texas A&M University System (TAMUS) for the provision of intellectual property commercialization services, and to leverage TAMUS' industry alliances
- Established strong working relationships with elected and appointed officials and economic development representatives across the 10-county Central East Texas Region for the purpose of spurring cross-county cooperation in support of regional entrepreneurship
- Frequent invited guest speaker at meetings of economic development entities, chambers of commerce, and various service organizations across the Central East Texas Region

Executive Director

2008 to 2011

The Norfolk State University Research and Innovations Foundation (initially known as The Enterprise and Empowerment Foundation of Norfolk State University) † Norfolk, Virginia

Charged by the Foundation's Board of Directors to lead the effort in putting this struggling 501(3)(c), university-affiliated hybrid (research, real estate, business incubation, and high-technology) private foundation on course to successfully achieve its mission of extending the innovation ecosystem into the underserved community within which the university is located by providing incubation services, fostering the commercialization of faculty inventions, and providing access to seed and early-

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stage funding to technology-focused entrepreneurs.

Implemented strategies, policies, and procedures that resulted in **transforming the \$3.8M debt to \$250K in profits** in just over 2 years.

Major Responsibilities and Achievements:

- For two successive years, led the foundation to its **highest levels of profitability** in its 10-year history
- Overhauled the foundation's marketing and branding strategies to increase effectiveness and global awareness in alignment with the university's goal of attracting world-class researchers and high-technology entrepreneurs to the RISE Campus
- Facilitated and supported all activities associated with the Board of Directors toward revitalization of the foundation
- Successfully led the effort to overhaul the company's by-laws to bring them into compliance with current guidelines and regulations governing 501(3)(c) agencies

Associate Director and RISE Campus Program Manager

2003 to 2008

The Enterprise and Empowerment Foundation of Norfolk State University ✦ Norfolk, Virginia

Led turnaround of stalled effort to develop a science and high-technology research park known as the **Research and Innovations to Support Empowerment (RISE) Campus (25 acres, \$250M)**. Recruited by the University's Board of Visitors to direct the strategic planning and tactical implementation, program development, business and marketing plan development, land acquisition and development, and to establish relationships with key internal and external economic development allies. Revamped the entire program to improve focus, streamline operations, and optimize synergy. Led the revitalization of relationships between the university and city political officials; leveraged strong support from the city's redevelopment and housing authority to increase the pace of land acquisition for the research park.

Major Responsibilities and Achievements:

- Spearheaded the successful design of the park's first facility, the \$40M *Marie V. McDemmond Center for Applied Research*; created a Design Approval Committee (DAC) comprised of the leadership of the city's planning department, the leadership of the city's redevelopment and housing authority, several members of the foundation's Board of Directors, the university's president, and its vice-president for research and technology aimed at improving stakeholder communications and guiding architects' design efforts.
- Initiated the design and implementation of the foundation's first-ever set of comprehensive marketing collaterals; coordinated creation and execution of its first-ever targeted marketing campaign
- Served as the primary liaison between the foundation and external publics such as local, city, state, and federal officials regarding the development of the RISE Campus.
- Featured on the cover of the August 21, 2006, Volume 12, Number 34 edition of *Inside Business -The Hampton Roads Business Journal* magazine. Article discussed the status of the development of the RISE Campus and the construction of the research park's first facility.
- Instrumental in the successful conversion of the foundation from a fledgling start-up with no established products and services to one with **\$50M in assets** spanning research contracts, investments in small business start-ups, real estate development, broadband services delivery, and the provision of private residential halls.

Founder and Chief Project Management Consultant

2001 to 2003

Stokes and Associates ✦ San Diego, California

Proprietor, primary trainer, and courseware developer of a firm devoted to providing a wide-range of project management-related services including training course development and delivery, establishment of project and program management offices (PMOs), creation and execution of project plans and work breakdown structures, project tracking, project risk management, and mentoring of project staff. Implemented start-up: developed and executed business plan; designed and executed marketing campaign; conceived, designed, and developed company's website; designed, illustrated and authored all training materials.

Senior Project Management Consultant

1998 to 2001

IPS Associates, Inc. (a.k.a. Integrated Project Systems) ✦ San Carlos, California

Delivered full-breadth of company's project management training and consulting services to a wide-variety of clientele including American Airlines, Applied Materials, AT&T, Capital One, Dell, Hewlett-Packard, Kaiser Permanente, Microsoft, Qualcomm, Charles Schwab, Sun Microsystems, and Xerox.

Major Responsibilities and Achievements:

- Served as product manager for company's most lucrative service: **FastPLAN® Project and Program Planning Workshops**, delivering on-site project and program initiation and planning services. Generated **\$1.5M** in revenue during first year **over** previous fiscal year. Developed standards for delivering workshops, taught colleagues how to deliver workshops and designed certification process, designed marketing materials, upgraded sales guide, and tailored the standard workshop product to meet the needs of specific customers.
- Recognized as subject matter expert in the areas of executing project plans and tracking project status. Collaborated with fellow colleagues in developing the "Track and Manage Projects" section of company's **Stanford Advanced Project Management Course: Managing Integrated Projects**.
- Successfully facilitated a wide-range of on-site project planning and initiation workshops including mergers and acquisitions, strategic alliances, rollout of information technology services, software and hardware development, new product rollouts, and implementation of clients' major internal initiatives.

Independent Consultant

1996 to 1998

Project Management Consultant for Hewlett-Packard ✦ Mountain View, California

Led effort to establish a Project Management Office within Hewlett-Packard's UNIX Workstation Product Support Marketing Division. For proof-of-concept, new PMO was used to oversee the execution of two mission-critical customer service initiatives. Developed and implemented a customized "Executive Project Tracking System" and an "Issues and Change Requests Tracking System" using Microsoft Project and Microsoft Visual Basic. These tools allowed senior managers to track the progress of individual activities and major milestones, monitor resource utilization and budgets of active projects, and review issues and/or project change requests from anywhere on the corporate intranet. Designed, developed, and deployed automated templates to aid project leads in scheduling tasks and reporting project status over the corporate intranet.

Regional Technical Project Manager for Geosciences (GIS) Applications, System Implementation Project Manager Intergraph Corporation ✦ Mountain View, California

1988 to 1996

Accomplished successful transformation of **region's least profitable department to its strongest revenue-generator** through the evaluation and improvement of project management practices, marketing strategies, and staff's technical and business development skills. Promoted from Civil Engineering Systems Implementation Project Manager responsible for the pre-sales demonstration and implementation of Architecture, Engineering and Construction (AEC) CAD/CAM applications to potential and existing clients and value-added resellers. In addition, served as liaison to the Software and Hardware Development Groups supporting the improvement of the company's products. Developed and executed customized pre-sales demonstrations and benchmarks for high-profile customers.

Highway Planning and Research Project Manager North Carolina Department of Transportation (NCDOT) ✦ Raleigh, North Carolina

1984 to 1988

Consistently called upon to manage the most complex and controversial projects as well as host the associated public hearings; creatively employed 1st-generation office automation tools, designed and developed a customized project scheduling and tracking tool for in-house use; initiated, researched, proposed, and implemented the first branch-wide personal computer hardware and software system for use in preparing environmental impact statements and generating graphic illustrations; established and maintained highly effective working relationships with private and public officials involved in transportation planning; the then-**youngest engineer** to be selected to participate in a NCDOT-sponsored Management Conference. Successfully utilized written and verbal communication skills to convey proposals for highway and road construction/maintenance to private citizens as well as appointed and elected officials. Proficiently integrated the principles of project management, highway and traffic engineering, and the environmental and social sciences for very high profile and politically sensitive projects.

Formal Education, Certifications, and Relevant Professional Development

- **Association of University Research Parks**
Workshop: Research Park Establishment, Development, Master Planning, Financing, Marketing, and Operations
- **National Business Incubation Association**
Certificate of Completion, Incubator Management Certificate Program
- **National Business Incubation Association**
Workshop: Developing a Successful Incubator

- **National Business Incubation Association**
Workshop: Entrepreneurship
- **National Business Incubation Association**
Workshop: Facilities Management
- **National Business Incubation Association**
Workshop: The Fundamentals of Incubator Management
- **National Business Incubation Association**
Workshop: University-affiliated Business Incubation
- **National Business Incubation Association**
Workshop: Serving Client Companies
- **Virginia Tech University, Blacksburg, Virginia, Bachelor of Science in Civil Engineering**

Seasoned professional with **30** years' experience of proven achievements spanning the areas of economic development, high-technology business start-up and incubation, research park development, and program management. Accomplished in developing and executing strategies to extend the benefits of entrepreneurial ecosystems into underserved urban areas and rural communities. Experienced in working with local, state, and federal economic development stakeholders including elected officials to provide programs and policies to support technology-focused entrepreneurship. Highly flexible and adept at collaboration with key internal and external public/private stakeholders, and at spearheading necessary changes to support local and regional economic development objectives. Strong background in business start-up training and outreach, budgeting and management, utilizing information technology, and leading public forms.