

Richard H. Linton

Recognized for pursuing excellence in higher education as a visionary strategist, student/community-focused ambassador, integrative relationship builder, and proven advocate and fundraiser.

PROFESSIONAL EXPERIENCE

2012 – Present	Dean and Director	College of Agriculture & Life Sciences North Carolina State University
2011 – 2012	Department Chair	Food Science & Technology The Ohio State University
2006 – 2011	Associate Director	Agricultural Research Programs Purdue University
2002 – 2011	Full Professor	Department of Food Science Purdue University
2001 – 2011	Director (Inaugural)	Center for Food Safety Engineering Purdue University
2001 – 2002	Visiting Professor	Massey University, Auckland (6 months) New Zealand
1999 – 2006	Assistant Director	Agricultural Research Programs Purdue University
1998 – 2002	Associate Professor	Department of Food Science Purdue University
1994 – 1998	Assistant Professor	Department of Food Science Purdue University

EDUCATION

Virginia Tech	PhD	Food Science	1994
Virginia Tech	MS	Food Science	1991
Virginia Tech	BS	Biology	1988

CONTACT INFORMATION

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LEADERSHIP DEVELOPMENT

2018	Harvard Graduate School Program – Institutional Educational Mgmt. Program
2009 – 2011	Food Systems Leadership Institute
2006	USDA-CSREES - National Program for new Deans/Directors/Administrators
2004	Committee on Institutional Cooperation Academic Leadership Program
2000	University of Nebraska Recently Appointed Administrator Workshop
1998 – 2000	Indiana Agricultural Leadership Program

AWARDS AND HONORS (Examples)

2016	Excellence in Agriculture Award, State of North Carolina
2012	Food and Drug Administration, Leveraging and Collaboration Award
2008	Virginia Tech, Outstanding Alumnus in the College of Agriculture and Life Science
2008	Elected Fellow, Institute of Food Technologists (IFT)
2006	IFT Myron Solberg Award for Worldwide Excellence for Collaboration
2004	IFT Harold Macy Award for Excellence in Research and Outreach

EXTERNAL LEADERSHIP (Examples)

2019 – 2022	Member	Food and Drug Administration, Science Advisory Board
2018 – 2020	Chair	Program, Conference for Food Protection
2018 – 2019	Chair	Binational (Israel/US) Ag Research and Development Fund (BARD) <i>*Appointed by US Secretary of Agriculture</i>
2016 – 2017	Chair	NC Governor’s Task Force on Food Manufacturing
2016	Chair	NC Biotechnology Council
2015 - 2016	Chair	APLU - Healthy Food Systems, Healthy People Steering Committee
2012 – 2018	Member	USDA National Advisory Comm.- Microbiological Criteria for Foods <i>*Appointed by US Secretary of Agriculture</i>
2010 - 2012	Chair	Conference for Food Protection Science & Technology Council
2002 – 2005	Chairman	National Alliance for Food Safety & Security Executive Board

BOARD SERVICE (Examples)

2015 – Present	Binational (Israel/US) Ag Research and Development Fund Board (BARD)
2012 – Present	Assoc. of Public & Land Grant Universities Board of Admin. Heads (APLU)
2013 – 2018	NC School of Science and Math Foundation Board
2006 - 2012	Conference for Food Protection Executive Board
2008 – 2012	International Association of Food Protection Executive Board
2002 – 2005	National Alliance for Food Safety & Security Executive Board
2002 – 2008	International HACCP Alliance Executive Board

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ADMINISTRATIVE EXPERIENCE

2012 – PRESENT **DEAN AND DIRECTOR OF AGRICULTURAL RESEARCH AND EXTENSION**
College of Agriculture and Life Sciences (CALs)
North Carolina State University (NCSU)

Linton reports to the Provost and Chancellor at NC State, the largest university in North Carolina. As part of a land-grant university, CALS fulfills the mission of research, teaching, outreach, and international programs.

RESPONSIBILITIES:

- Provides leadership and guidance for 4,200 students (3,200 undergraduate, 1,000 graduate students), 294 faculty, >900 on-campus staff, and >600 off-campus staff.
- Oversight and visionary direction for \$125 million state/federal appropriated budget, and additional \$75 million in competitive research funding.
- Relationship building and fundraising totaling over \$50 million/year in private support.
- Growing one of the largest agricultural academic programs in the country:
 - 2,824 students in four-year undergraduate programs
 - 360 students in the two-year Agricultural Institute Program
 - 1,022 students in graduate programs, representing 40 states and 50 countries
 - 17 undergraduate majors, 19 undergraduate minors, and 28 graduate programs
 - >300 distance education courses offered to students
 - In excess of \$4 million in scholarships and fellowships awarded each year
- Guidance for a research enterprise of over 1,150 people including scientists, graduate students, researchers, technicians, clerical workers and bookkeepers.
- Oversees several hundred research-based laboratories and greenhouse facilities, in addition to 10 field laboratories located near the main campus.
- Collaboratively supports 18 research stations throughout the state of North Carolina jointly with the North Carolina Department of Agriculture and Consumer Services.
- Provides oversight of the NC Cooperative Extension System network in NC's 100 counties:
 - Supporting 172 NCSU faculty, >600 county employees, and >70,000 volunteers.
 - Extension offices providing expertise from 12 CALS departments, three College of Natural Resources departments, the College of Design, and the College of Veterinary Medicine.
 - Collaboration with land-grant institutions across the state, the nation, and with national and international agencies and associations.

DIRECT REPORTS (26)

Associate Deans (4), Assistant Deans (4), Assistants to the Dean (2), Department Heads (12), Directors (2), Executive Admin. Staff (2)

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SIGNIFICANT ACCOMPLISHMENTS AS DEAN

FACULTY, STAFF, AND STUDENT ENGAGEMENT

Tremendous efforts have been made to enhance engagement among faculty, staff, and students for college visioning, identifying challenges and seizing opportunities. During Linton's tenure as Dean, the following new mechanisms have been implemented:

- Annual faculty, staff, and student "climate survey"
- Implementation of a Student Leadership and Advisory Committee
- Annual visits to each college department and research stations
- Series of monthly "Dean's Forums" to provide college update and gain stakeholder input
- Development of "Faculty and Staff Awards Celebration" program
- Creation of faculty advisory, staff advisory, and student advisory committees
- Development of weekly email messaging through "CALs Weekly News"
- Launch of the bi-annual "CALs Magazine"
- Active Twitter feeds from the Dean's office, college, research, and Extension offices

STRATEGIC PLANNING

Linton led the creation and implementation of the 2020 CALs Strategic Plan, (2020 Vision: *People, Programs, and Partnerships*), forming an innovative strategic planning team and holding 27 public listening sessions in NC (n=>5000 college stakeholders) to discover the needs/desires of North Carolina. The resulting plan focuses on growth through 5 strategic initiatives created to foster interdisciplinary collaboration, enhance inclusiveness and diversity, grow private/public partnerships, and stimulate the agricultural economy:

1. NC Plant Sciences Initiative (NC PSI)

Feed the world through higher yielding, better quality crops requiring less inputs

- Secured funding from NC General Assembly (\$350K) to complete an economic feasibility study for the viability of a Plant Sciences Building serving a global need
- Raised \$146M of \$152M needed for new NC Plant Sciences Building through philanthropic support, commodity support and the NC General Assembly
- Initiated aggressive and strategic faculty hiring program to support NC PSI
- Launched competitive interdisciplinary plant science research program (GRIP4PSI) collaborating with 6 other colleges on campus

2. NC Food Processing and Manufacturing Initiative

Transition to more value-added agriculture; Return on investment 15 times higher

- Secured funding from NC General Assembly (\$250K) for economic feasibility study
- Appointed by the Governor, Linton chaired a 35-member Task Force to establish a strategy for food manufacturing and recruitment of new businesses
- Secured \$7.2M non-recurring and \$700K recurring from NC General Assembly supporting construction/operation of NC Food Innovation Laboratory (NCFIL) (
- Secured an additional \$5.8M for equipment to support NCFIL
- Hired Director, two support staff and created two tenure-track faculty positions

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3. Student Access Programs

Opening doors for students

- Designed strategic recruitment plan to attract students from rural, lower income communities in NC
- Developed innovative alternative pathways to a 4-year degree, including spring admissions program, 1+3 and 2+2 partnerships with community colleges, and a summer admissions program
- Student acceptance rates increased from 15% to 68% in Tier 1 counties and from 22% to 61% in Tier 2 counties (the poorest counties in NC)

4. Building Leadership Programs in CALS

“Pipeline of Leadership” for pre-college, college-level students, faculty/staff, alumni, and external stakeholders

- Warren Leadership Program: 1-year undergraduate leadership and public policy internship with state policy makers
- Helms Leadership Program: 6-month undergraduate internship in Washington D.C. focusing on national public policy
- CALS Proud Staff: 2-year leadership development program for staff
- CALS Proud Faculty: 1-year leadership development program and on-boarding program for incoming faculty
- Executive Farm Management Program: 1-year program for young farmers to teach principles of business development and innovation

5. Food Animal Products Initiative

Collaboratively supporting NC animal industries

- Partnership among CALS, College of Vet. Medicine and NC Dept. of Agriculture
- Collaborative support provided for industry-focused research programs, graduate student support, and emerging issues workshop forum
- Co-funded an economic feasibility study to better understand animal food growth opportunities and the value-added meat industry

COMPETITIVE RESEARCH FUNDING

During Linton’s tenure, there has been a 125% increase in competitive research funding to \$115M (\$415/TT Faculty FTE) in 2017 – 2018. Up from \$51M (\$175K/TT Faculty FTE) in 2012-2013. This growth is based on:

- Programmatic success of 120 strategic new faculty hires
- Creation of a “proposal development office”
- Seed funding for interdisciplinary research (Dean’s Enrichment Grants Program)
- Obtaining largest research grant in college’s history - \$25M from Gates Foundation

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ACADEMIC PROGRAMS ADVANCEMENT

The college has engaged in a strategy to significantly grow graduate student enrollment, and slowly grow undergraduate students. Highlights within academic programs include:

- 40% increase graduate student enrollment (from 722 to 1,022 students) in the last four years, making CALS at NC State the 3rd largest program in the nation
- 2-3% increase in annual enrollment of 4-year undergraduate students, with focused effort on increasing student numbers in under-enrolled programs (strong job potential)
- 20% increase (360 students) in 2-year Agriculture Institute Program, making it the largest associate agriculture degree program in the nation

CALS DIVERSITY PROGRAMS

Strategic investments and commitments have been made to support and enhance diversity and inclusion in the college. Newly created programs include:

- CALS Diversity Council: advocates for diversity across all CALS departments
- Food for Thought Lunch and Learn: one-hour facilitated conversations on inclusion
- CALS Student Club Diversity Mini-Grant Award: \$500 mini-grants program
- Dean's Graduate Research Assistantship: for underrepresented graduate students
- Dean's Postdoctoral Fellows Program: for underrepresented Post Docs
- Reformulated the process for faculty search programs to help effectively recruit and attract faculty from underrepresented populations, leading to more inclusive faculty hiring program results:
 - ↑11% female, ↑100% African American, ↑80% Hispanic, ↑16% Asian

COLLEGE FUNDRAISING

Linton's focus on relationship building and uncovering the individualized "fit" between CALS and private supporters has proven extremely successful to date.

- >\$350M raised for the NC State Capital Campaign. College goal of \$400M by 2020
- Gifts worth \$85M raised in 2017
- Average fundraising for the past 5 years = >\$50M
 - 313% increase from \$16M raised in 2012
- Examples of transformational gifts cultivated by CALS include:
 - \$48 million for construction of the NCPSI Building (Golden Leaf Foundation)
 - \$10 million to name the Prestage Dept. of Poultry Science (Prestage family)
 - \$10 million to support 2 endowed faculty in aquaculture (William White)
 - \$9 million to support the NC PSI Building (44 different commodity groups)
 - \$3 million for "Farm to Philanthropy" Leadership Program (Gordan Family)

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UNIVERSITY, FEDERAL AND STATE RELATIONSHIPS

Linton has developed exceptional relationships and partnerships with internal and external stakeholder groups. Examples of partnerships and impacts are included below:

- *NC General Assembly*: Partnered on two statewide economic feasibility studies, secured >\$100M in one-time support and >3.5M in recurring support
- *NC Governor's Office*: Selected by the Governor to chair 35-member Food Manufacturing Task Force. Partnered to create collaborative effort with Dept. of Commerce, NC Dept. of Agriculture, and NC State
- *NC Commissioner of Agriculture*: Linton co-leads the 18-research station network in NC and co-teaches a course *Emerging Issues in Agriculture* with the Commissioner in addition to partnering on numerous other agriculture opportunities in NC
- *NC Agriculture Commodity Groups*: Received \$12-15M in research support annually, continually dialogue on state and university agricultural strategy issues
- *NC State Provost Office*: Partnership support for innovative CALS/Provost faculty hiring program that fostered collaboration and interdisciplinary focus among departments

OPERATIONAL IMPROVEMENTS AND STRATEGIC REORGANIZATION

The College of Agriculture and Life Sciences (CALs)

Linton spearheaded a strategic realignment of the college; a comprehensive process involving a 41-member college-wide task force that met over a 6-month period. As a result, the college was re-structured:

- To combine seven of the 15 departments, into three merged units, reducing department numbers from 15 to 12
- Creating four college-level systems (Animal Systems, Plant Systems, Food Systems, and Human Systems)

The reorganization has fostered more collaboration both within CALS and across disciplines, helped the college make more informed decisions (including new faculty hires) and has inspired a more collaborative spirit.

Cooperative Extension

Linton established a Cooperative Extension Strategic Planning Task Force in response to large state budget cuts (nearly \$10 million, 200 people) between 2010-2014. The outcome of the effort was a formula-based, more fiscally efficient staffing plan model for county-based employees throughout the state to include county population, county agricultural and food systems, and number of farming operations. Further programmatic priorities were established to create strategic regional (cross-county) positions to fulfill agricultural and community stakeholder's needs. Reorganization has led to a much more fiscally sound, efficient organization and customer satisfaction has improved by 40% at the county level.

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Re-invented College Business Office

Linton strived to create an efficient, customer service-oriented business office in response to a primary concern among faculty and staff after 50% budget cuts to business services. In 2012, a task force was created, and a consulting firm was retained, to better understand the issues and challenges, resulting in:

- A complete reorganization of a 60 FTE business office staff and the hiring of new leadership (Assistant Dean) to help implement the change
- A reorganization partnership between CALS and University Finance & Business and University Information Technology to create a “model business services operation” currently being implemented across the University
- Enhanced metrics for business office performance – 63% user satisfaction improvement for faculty/staff, ability to perform 7x/FTE transactions compared to similar units at the University

ON-CAMPUS AND OFF-CAMPUS COLLEGE FACILITIES

Linton’s college has the responsibility of maintaining over 250 facilities, including 28 research farms, six 4-H camps, and 100 cooperative Extension sites throughout the state. Investments have been made as follows to support our existing and future facilities:

- >\$25M invested into repair and renovation needs of the college
- 2 new facilities have been completed:
 - Millstone 4-H Camp Museum and Youth Meeting Room– June 2016 (\$1.5 M)
 - Marine Aquaculture Research Center – September 2015 (\$500K)
- 7 new facilities currently under construction:
 - Agricultural and Human Sciences Commercial Kitchen (\$1.4M)
 - Sweet Potato Greenhouse Facility – April 2019 (\$1.6M)
 - NC Food Innovation Lab – July 2019 (\$7.2M)
 - NC Dairy Education Center and Creamery – August 2019 (\$1.8M)
 - NC Plant Sciences Building – August 2021 (\$160.2M)
 - Turkey and Beef Unit Building (\$6.5M)
 - Aviary and Poultry Education Unit (\$1.5M)

PARTNERSHIP WITH UNIVERSITY ATHLETICS

The college has partnered with University Athletics through two important efforts:

- *AG Day*: Created in 2013 as annual celebration and promotion of agriculture’s impact hosted at a home football game. Approximately 3,500 to 4,000 people enjoy an extensive tailgate celebration. The event includes >\$250,000 in sponsorship, invited speakers including the U.S. Secretary of Agriculture, NC Commissioner of Agriculture, state legislators, the NC Lieutenant Governor, and other key commodity leaders.
- *Coach Kay Yow Cancer Fund*: Fundraising event, at a women’s basketball game, to raise money for breast cancer research. CALS Food Science Department makes a special pink ice cream in its creamery. All sales support cancer research.

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2011 – 2012

DEPARTMENT CHAIR OF FOOD SCIENCE AND TECHNOLOGY

The Ohio State University (OSU)

One of the largest food science programs in the U.S., the department housed 17 tenure track faculty, 5 lecturers, and a staff of 28 - the largest undergraduate program in the country (238 students) and one of the largest graduate programs (76 students).

RESPONSIBILITIES:

- Fiscal management for an internal budget exceeding \$7 million and outside sponsored research near \$2.5 million/year
- Accountability for all research, teaching, outreach, and international programs
- Evaluation and leadership for all programs and personnel
- Fostered relationship with donors to create:
 - Graduate student endowment in the amount of \$1.2 million (\$50K/year) to support food and health
 - Funds supporting the Center for Functional Foods in the amount of \$100K
- Established External Industry Advisory Board to provide advice about future direction of the Department and to acquire programmatic support for the students
- Completed successful searches for three new faculty positions
- Engaged in a private-public partnership with the OH food industry for creation of an Institute of Discovery in Agriculture – first phase involved Dairy Innovation Center complex (\$22 million)

2000 – 2011

DIRECTOR & ORIGINATOR CENTER FOR FOOD SAFETY ENGINEERING

Purdue University (PU)

Formed by Linton in 2001, the CFSE developed enhanced methods for hazard detection and created improved ways to control hazards in our food system. Linton built collaborative research teams including 45 faculty, 39 staff and 87 students from 5 different schools - Agriculture, Consumer and Family Sciences, Engineering, Science, and Veterinary Sciences.

RESPONSIBILITIES:

- Increased funding of the USDA-ARS cooperative agreement from \$1M to \$2M/year
- Established an annual budget for the Food Safety Engineering Project and CFSE
- Developed a competitive grant process to fund research and outreach projects
- Developed working relationship with Eastern Regional Research Center of USDA-ARS
- Coordinated interdisciplinary research teams across departments and schools at Purdue
- Developed and coordinated annual workshops for the Center
- Established international collaboration with China and India

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2006 – 2011 **ASSOC. DIRECTOR OF COMPETITIVE & INTEGRATED PROGRAMS**
Agricultural Research Programs
Purdue University (PU)

RESPONSIBILITIES:

- Linton coordinated all efforts associated with interdisciplinary and integrated programs in the College of Agriculture
- Led development, writing, implementation, and reporting efforts for USDA Plan of Work through the College of Agriculture, Consumer and Family Sciences, and Veterinary School
- Conceptualized and developed new College-level award, “The Spirit of the Land Grant Mission Award,” recognizing faculty having an integrated and impactful research/teaching/outreach program

1994 – 2011 **PROFESSOR OF FOOD SCIENCE**
Department of Food Science
Purdue University (PU)

RESPONSIBILITIES:

- Excelled in a 3-way appointment (Research, Teaching, Extension) specializing in food safety while taking on additional administrative duties
- Author of leading food safety textbook and curriculum for U.S. retail food industry
- Educated, trained and certified over 30,000 food industry employees, ensuring safer food and improved job security
- Created 9 instructional courses; 5 undergraduate and 4 graduate courses
- Developed interactive food-biosecurity stakeholder simulation
- Recipient of *Teacher of the Year* three times (1998, 2002, 2006)
- Selected for *Research Team Award* (2006) and *Extension Team Award* (2008)

RESEARCH PUBLICATIONS (Total)

REFEREED PAPERS

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2. **Linton, R. H.**, J. B. Webster, M. D. Pierson, J. R. Bishop and C. R. Hackney. 1991. The effect of sub lethal heat shock and growth atmosphere on the heat resistance of *Listeria monocytogenes* Scott A. *Journal of Food Protection*. 55:84-87.
3. **Linton, R. H.**, W. H. Carter, M. D. Pierson and C. R. Hackney. 1995. The use of a modified Gompertz equation to model non-linear survival curves for *Listeria monocytogenes* Scott A. *Journal of Food Protection*. 58:946-954.
4. **Linton, R. H.**, W. H. Carter, M. D. Pierson, C.R. Hackney, and J.D. Eifert. 1996. Use of a modified Gompertz equation to predict the effects of temperature, pH, and NaCl on the inactivation of *Listeria monocytogenes* Scott A heated in infant formula. *Journal of Food Protection*. 59:16-23.
5. Lutgring, K. R., **R. H. Linton**, N. J. Zimmerman, M. Peugh and A. J. Heber. 1997. Distribution and quantification of bioaerosols in poultry slaughtering plants. *Journal of Food Protection*. 60:804-810.
6. Eisel, W. G., **R. H. Linton** and P. M. Muriana. 1997. A survey of microbial levels for incoming raw beef, environmental sources, and ground beef in a red meat processing plant. *Food Microbiology*. 14:273-282.
7. **Linton, R. H.**, W. G. Eisel, and P. M. Muriana. 1997. Comparison of conventional plating methods and Petrifilm™ for the recovery of microorganisms in a ground beef processing facility. *Journal of Food Protection*. 16:1084-1088.
8. Marks, J., W. Stadelman, **R. H. Linton**, H. Schmieder, and R. Adams. 1998. Tenderness analysis and consumer sensory evaluation of ostrich meat from different muscles and different aging times. *Journal of Food Quality*. 21: 361-369.
9. Wong, E., **R. H. Linton**, and D.E. Gerrard. 1998. Reduction of *Escherichia coli* and *Salmonella seftenberg* on fresh pork using ultraviolet light. *Food Microbiology*. 15: 415-423.
10. **Linton, R. H.** and D.Z. McSwane 1998. A comparison of perspectives about the critical areas of knowledge for safe food handling in food establishments. *Journal of Environmental Health*. 60: 8-15. (*This manuscript was selected to be republished in Best of Food (2001) 1st ed. National Environmental Health Association, Denver, CO.*)
11. Han Y., A. M. Guentert, R. S. Smith, **R. H. Linton**, and P. E. Nelson. 1999. Efficacy of chlorine dioxide gas as a sanitizer for tanks used for aseptic juice storage. *Food Microbiology*. 16: 53-61.
12. Rattray, J., J. D. Floros, and **R. H. Linton**. 1999. Computer-aided microbial identification using decision trees. *Journal of Food Control*. 10: 107-116.

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13. Chhabra, A., H. Carter, **R. H. Linton** and M. A. Cousin. 1999. A predictive model to determine the effects of pH, milkfat, and temperature, on thermal inactivation of *Listeria monocytogenes*. Journal of Food Protection. 62: 1143-1149.
14. Xiong, R., G. Xie, A. S. Edmondson, **R. H. Linton**, and M. A. Sheard. 1999. Comparison of the Baranyi model with the modified Gompertz equation for modeling thermal inactivation of *Listeria monocytogenes* Scott A. Food Microbiology. 16: 269-279.
15. McSwane, D. Z. and **R. H. Linton**. 2000. Issues and Concerns in HACCP Development and Implementation for Retail Food Operations. Journal of Environmental Health. 62: 15-18.
16. Dock, L.L., J.D. Floros, and **R.H. Linton**. 2000. Effect of pH modification and preservative action on the heat resistance of *Escherichia coli* O157:H7 in apple cider. Journal of Food Protection. 66: 1026-1031.
17. Wong, E. and **R. H. Linton**. 2000. Reduction of *Salmonella senftenberg* and *Escherichia coli* on pork skin using chlorine dioxide gas solutions. Reviteca – Journal of Food Technology. 11: 23-30.
18. Han, Y., D. M. Sherman, **R. H. Linton**, S. S. Nielsen, and P.E. Nelson. 2000. The effects of washing and chlorine dioxide gas on survival and attachment of E. coli O157:H7 to green pepper surfaces. Food Microbiology. 17: 521-533.
19. Han, Y., D. M. Sherman, **R. H. Linton**, S. S. Nielsen, and P.E. Nelson. 2000. Inactivation of *Escherichia coli* on uninjured and injured green pepper surfaces by chlorine dioxide gas as demonstrated by confocal laser scanning microscopy. Food Microbiology. 17: 643-655.
20. McSwane, D. Z. and **R. H. Linton**. 2000. Using the World Wide Web to deliver food safety courses for retail food managers. Second NSF International Conference on Food Safety Proceedings: Preventing Foodborne Illness through Science and Education. 2: 335-344.
21. **Linton, R. H.** and D. Z. McSwane. 2000. The Challenges of Retail HACCP Development and Implementation. Second NSF International Conference on Food Safety Proceedings: Preventing Foodborne Illness through Science and Education. 2: 55-64.
22. Han, Y., J. D. Floros, **R. H. Linton**, S. S. Nielsen, and P. E. Nelson. 2000. Response surface modeling for the inactivation of *Escherichia coli* O157:H7 on green peppers (*Capsicum annum* L.) by chlorine dioxide gas treatment. Journal of Food Protection. 64: 1128-1133.
23. Han, Y., **Linton, R. H.**, Nielsen, S. S., and Nelson, P. E. (2001). Reduction of *Listeria monocytogenes* on green peppers (*Capsicum annum*) by gaseous and aqueous chlorine dioxide and water washing, and its growth at 70C. Journal of Food Protection. 64:1730-1738.
24. Han, Y., J.D. Floros, **R. H. Linton**, S. S. Nielsen, and P.E. Nelson. 2002. Response surface modeling for the inactivation of *Escherichia coli* O157: H7 on green peppers (*Capsicum annum*) by ozone gas treatments. Journal of Food Science. 67: (3) 1188-1193.
25. Chhabra, A., H. Carter, **R. H. Linton** and M. A. Cousin. 2002. Thermal Inactivation of *Listeria monocytogenes* in different pH conditions and milkfat levels. International Journal of Food Microbiology. 78: 235-243.

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27. Du, J., Han, Y., and **R. H. Linton.** 2002. Inactivation by chlorine dioxide gas of *Listeria monocytogenes* onto different apple surfaces. Food Microbiology. 19:481-490.
28. Han, Y., **R. H. Linton,** Nielsen, S. S., and P. E. Nelson. 2002. A comparison for methods of recovery of chlorine dioxide-injured *Escherichia coli* O157:H7 and *Listeria monocytogenes*. Food Microbiology. 19:201-210.
29. Heber, A.J., M.J. Peugh, N.J. Zimmerman, and **R.H. Linton.** 2002. Poultry slaughtering plants: ventilation system performance. ASHRAE Transactions. 108(2):129-144.
30. Guentert, A. M. and **R. H. Linton.** 2003. Growth and survival of selected pathogens in margarine-style table spreads. Journal of Environmental Health. 65(9): 9-15.
31. Han, Y., B. Applegate, **R. H. Linton,** and P. E. Nelson 2003 Decontamination of *Bacillus thuringiensis* spores on selected surfaces by chlorine dioxide gas. Journal of Environmental Health. 66 (4):16-20.
32. Du, J., Y. Han, and **R. H. Linton.** 2003 Efficacy of chlorine dioxide gas in reducing *Escherichia coli* O157:H7 on apple surfaces. Food Microbiology. 20:583-591.
33. Han, Y., T. Selby, K. Schneider, P. E. Nelson, **R. H. Linton.** 2004. Decontamination of strawberries using batch and continuous chlorine dioxide gas treatments. Journal of Food Protection. 67(11) 2450-2455.
34. Han, Y. and **R. H. Linton.** 2004. Fate of *Escherichia coli* O157:H7 and *Listeria monocytogenes* in strawberry juice and acidified media at different pH values and temperature. Journal of Food Protection. 67(11) 2443-2449.
35. Han, Y., **R. H. Linton,** and P. E. Nelson 2004. Effects of recovery, plating, and inoculation methods on quantification of *Escherichia coli* O157:H7 and *Listeria monocytogenes* from strawberries. Journal of Food Protection. 67(11) 2436-2442.
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47. Mahmoud, B. S. M. and **R. H. Linton**. 2008. Inactivation kinetics of inoculated *Escherichia coli* O157:H7, and *Salmonella Poona* on whole cantaloupe by chlorine dioxide gas. *Food Microbiology* 25(7) 857-865.
48. Kim, J. and **R. H. Linton**. 2008. Identification of a Non-Pathogenic Surrogate Organism for Pathogenic Bacteria Treated with Chlorine Dioxide Gas. *Food Microbiology* 25 597-606.
49. **Linton, R. H.** 2009. The Retail Food Safety Consortium: A New Resource for the Retail Food Safety Community. *Food Protection Trends* 29 (10) 644-645.
50. Mahmoud, B. S. M. and **R. H. Linton**. 2010. Inactivation of *Escherichia coli* O157:H7, *Listeria monocytogenes*, *Salmonella enterica*, and *Shigella flexneri* on spinach leaves by X-rays. *Food Microbiology* (27) 24-28.
51. Bhagat, A. Mahmoud, B. S. M. and **R. H. Linton**. 2010. Inactivation of *Salmonella enterica* and *Listeria monocytogenes* inoculated on hydroponic tomatoes using chlorine dioxide gas. *Foodborne Pathogens and Disease*. Vol. 7, No. 6. 677-685.
52. Vaid, R., **Linton, R. H.** and M. Morgan. 2010. Comparison of inactivation of *Listeria monocytogenes* within a biofilm matrix using chlorine dioxide gas, aqueous chlorine dioxide and sodium hypochlorite treatments. *Food Microbiology* 27(8) 979-984.
53. Trinetta, V. M.T. Morgan, and **R. H. Linton**. 2010. Evaluation of Chlorine Dioxide Gas Residues on Selected Food Produce. *Journal of Food Science*. DOI: 10.1111/j.1750-3841.2010.01911.x.

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54. Trinetta, V. M.T. Morgan, and **R. H. Linton**. 2010. Use of high-concentration-short-time chlorine dioxide gas treatments for the inactivation of *Salmonella enterica* spp. inoculated onto Roma tomatoes. *Food Microbiology*. (27) 1009-1015.
55. Bhagat, A. Mahmoud, B. S. M. and **R. H. Linton**. 2011. Inactivation of *Salmonella enterica* inoculated on navel orange surfaces using chlorine dioxide gas. *Foodborne Pathogens and Disease*. Vol. 8, No 1. 77-85).
56. Harper, N. M., K. J. Getty, K. A. Schmidt, A. L. Nutsch, and **R. H. Linton**. 2011. Comparing the mannitol-egg yolk-polymyxin agar plating method with the three-tube most probable number method for enumeration of *Bacillus cereus* spores in raw and high-temperature, short-time pasteurized milk. *Journal of Food Protection*. Vol 74(3). 461-464.
57. Trinetta, V. M.T. Morgan, and **R. H. Linton**. 2011. A comparative study for the effectiveness of chlorine dioxide gas, ozone gas and e-beam irradiation treatments for inactivation of pathogens inoculated onto tomato, cantaloupe and lettuce seeds. *International Journal of Food Microbiology*. Vol. 146, 203-206.
58. **Linton, R. H.**, A. Nutsch, D. Mcswane, J. Kastner, T. Bhatt, S. Hodge, K. Getty, D. Maier, C. Kastner, A. Chaturvedi, and C. Woodley. 2011. Use of a stakeholder-driven DACUM process to define knowledge areas for food protection and defense. *Journal of Homeland Security and Emergency Management* Vol. 8, Issue 2, Article 6. (DOI: 10.2202/1547-7355.1768).
59. **Linton, R. H.** 2012. Development and Assessment of Success for Retail Food Safety Programming in Indiana. *Agriculture Food and Analytical Bacteriology*, Vol. 2:1, 35-42.
60. Trinetta, V., Vaid, R., Xu, Q., **Linton, R. H.**, Morgan, M. 2012. Inactivation of *Listeria monocytogenes* on Ready-to-Eat food processing equipment by chlorine dioxide gas. *Food Control*. doi: 0.1016/j.foodcont.2012.02.008.
61. Trinetta, V. M.T. Morgan, and **R. H. Linton**. 2011. A comparative study for the effectiveness of chlorine dioxide gas, ozone gas and e-beam irradiation treatments for inactivation of pathogens inoculated onto tomato, cantaloupe and lettuce seeds. *International Journal of Food Microbiology*. Vol. 146, 203-206. doi: 10.1016/j.ijfoodmicro.2011.02.014. Epub 2011 Feb 18.
62. Fraser, A., Arbogast, J. W., Jaykus, L., **Linton, R. H.**, and D. Pittet. 2012. Rethinking hand hygiene in the retail and foodservice industries: Are recommended procedures based on the best science and practical under real-world conditions? *Food Protection Trends*. (12) 750-759.
63. Trinetta, V. M.T. Morgan, and **R. H. Linton**. 2013. The application of high-concentration-short time chlorine dioxide treatment for selected specialty crops including Roma tomatoes (*Lycopersicon esculentum*), cantaloupes (*Cucumis melo* ssp. *melo* var. *cantaloupensis*) and strawberries (*Fragaria x ananassa*). *Food Microbiology*. (34) 296-302.
64. Trinetta, V. M.T. Morgan, and **R. H. Linton**. 2013. Use of chlorine dioxide gas for the postharvest control of *Alternaria alternata* and *Stemphylium vesicarium* on Roma tomatoes. *Journal of the Science of Food and Agriculture*. DOI 10.1002/jsfa.6180.

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GRANTS

AS PRINCIPAL INVESTIGATOR = \$21,714, 153

Date	Project Title	Funding Source	Amount	Investigators
1999	Maximizing implementation and effectiveness of food safety education and training programs for Indiana food handlers	USDA/CSREES	\$30,000	Linton (34%) Burgess, Santerre
2000	Novel methods to sanitize fruits and vegetables using chlorine dioxide gas	USDA/CSREES	\$427,435	Linton (87%) Nelson, Handa
2001	Effect of inoculation on efficiency of chlorine dioxide gas and chlorinated water to decontaminate produce	FDA	\$324,236	Linton (90%) Nelson, Han
2003	International conference of food science and technology	Purdue Research Foundation	\$898	Linton (100%)
2003	Development of an interactive HACCP distance education course for sub-management level personnel	The Stoughton Group	\$42,423	Linton (100%)
2004	Initial validation trial for CCR kit	BioVitesse	\$4,388	Linton (100%)
2004	Detection and Control of Foodborne Hazards	USDA/ARS	\$10,000,000	Linton (100%)
2004	Development and implementation of a Better Process Control School for Indiana-based Food Manufacturers	Indiana Value Added Grant	\$14,868	Linton (100%)
2004	Improving safety of fresh fruits & vegetables using chlorine dioxide gas using a miniaturized industrial-sized tunnel system	USDA-CSREES	\$599,790	Linton (82%) Borquin, Nelson Applegate,
2005	Survival and growth of foodborne microorganisms in individually wrapped cheese	The Kroger Food Company	\$27,988	Linton (100%)
2005	Food Biosecurity: An integrated approach using computer-based modeling, hazard detection/identification, & intervention/decontamination	USDA	\$138,000	Linton (51%) Bhunia
2005	Measured Response Simulation for Food Protection	Indiana State Dept of Health	\$24, 356	Linton (100%)
2006	Development of a National Educational and Outreach Program for Food Safety and Food Defense	USDA-CSREES	\$599,887	Linton (50%) Maier, Fields Getty, Castner McSwane
2007	Phase II: National Center for Food Protection and Defense	University of Minnesota	\$20,400	Linton 100%)
2009	Collaborative Research Planning: Center for Ag & Pharmaceutical Nanotechnology	NSF	\$10,000	Linton (100%)
2009	Detection and Control of Foodborne Hazards	USDA/ARS	\$10,000,000	Linton (100%)
2011	Tri-State Regional Food Safety Initiative	OSU/MSU/ Purdue	\$50,000	Linton (33%)

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GRANTS

As Co-PRINCIPAL INVESTIGATOR = \$5,828,790

1998	Non-thermal methods to produce safe apple cider	Indiana Office of Commission of Agriculture	\$37,848	Floros, Linton (50%), Hirst
1998	Inactivation of microorganisms in fruits and vegetables by ozone and chlorine dioxide gas	USDA/CSREES	\$208,731	Nelson, Floros, Linton (22%)
1999	New Technology and Systems to Detect and Prevent Chemical and Microbial Contaminants	USDA/ARS	\$7,000,000	Woodson Linton (50%)
2000	Train the trainer in SQF 2000: an integrated HACCP program	USDA-CSREES	\$216,000	Sumner, Hackney, Pierson, Linton (10%), Cutter,
2000	Fresh juice HACCP alliance and train-the trainer program	USDA-CSREES	\$184,000	Bourquin, Hirsch, Linton (10%).
2000	Reducing microbial risks in fruits and vegetables with Good Agricultural Practices in the U.S.	USDA-CSREES	\$200,000	Gravani, Linton (10%)
2000	Instructional technology for improving integrations of food safety into food processing education	USDA-CSREES	\$99,500	Diefes, Linton (5%)
2000	An interdepartmental approach to food safety and quality outreach using the internet	Purdue University	\$66,209	Santerre, Linton (18%), Almanza, Ghiselli
2001	Effect of beef carcass aging method on meat tenderness, flavor, and microbial assessment	Indiana Office of Commission of Agriculture	\$44,001	Lemenager Arseneau, Claeys, Forrest, Linton(11%)
2003	Predictive models for thermal inactivation of <i>Listeria monocytogenes</i> on the surface of hot dogs	National Alliance for Food Safety	\$96,177	Cousin, Linton (49%), Luchansky, Tamplin
2003	Technical training in the hazard analysis critical control point system (HACCP) at Purdue University	USDA-FAS	\$14,819	Akridge, Linton (50%)
2003	HACCP training project – hazard analysis critical control point	The Stoughton Group	\$20,495 (subcontract)	Sigurdson, Linton (100% subcontract)
2003	Mechanisms of inactivation of bacteria and spores by chlorine dioxide gas	National Science Foundation	\$100,000	Margurum, Linton (40%), Applegate

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2004	Cold Chain Management 2004	USDA-FAS	\$34,071	Dooley, Linton (50%)
2003	Use of GFP and LUX to track pathogen contamination, growth and inactivation on produce	USDA/CSREES	\$500,000	Turco, Applegate, Ruehs, Linton (12%)
2005	<i>Listeria monocytogenes</i> contamination of deli meat slicers: Risk and communication	National Alliance for Food Safety	\$225,000	Todd, Ryser, Jaykus, Linton (15%)
2007	Enhancing and expanding the retail food safety consortium	USDA/CSREES	\$599,000	Nummer, Schaffmer, Linton (16%), Marcy
2008	A Multidisciplinary Approach to Develop a Safe and Effective Chlorine Dioxide Gas System for Controlling Pathogens in the Produce Industry.	USDA Specialty Crops	\$350,000	Morgan Linton (50%)
2010	Enhancing food safety through an integrated education and outreach program using principles of risk management	USDA-CSREES	\$600,000	Flick Golden Linton (8%)
2011	Development and Evaluation of Standardized, Competency-Based Food Safety Education and Training Programs for the Food Industry	USDA-AFRI	\$400,000	Bourquin Linton (32 %)
2011	Building Capacity to Control Viral Food-borne Disease: A Translational, Multi-Disciplinary Approach	USDA-AFRI	\$25 million	Jaykus Linton (2%)

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BOOKS

McSwane, D.Z., N. Rue, and R. H. Linton. ***Essentials of Food Safety and Sanitation***. Prentice Hall: Princeton, N.J. 440 pp.

McSwane, D. Z., R. H. Linton, N. Rue, and A. G. Williams. ***Food Safety Fundamentals***. Food Marketing Institute. 326 pp.

McSwane, D. Z., R. H. Linton, N. Rue. ***SafeMark: Guide to Food Safety***. Food Marketing Institute. 336 pp.

McSwane, D.Z., R. H. Linton, and N. Rue. ***Conceptos Esenciales de Seguridad e Higiene de los Alimentos***. Prentice Hall: Princeton, N.J. 412 pp.

McSwane, D.Z., N. Rue, and R. H. Linton. Chinese Edition. ***Essentials in Food Safety and Sanitation***. Prentice Hall: Princeton, N.J. 440 pp.

McSwane, D.Z., N. Rue, and R. H. Linton and Dan Reeves. Canadian Edition. ***Essentials of Food Safety and Sanitation***. Prentice Hall: Princeton, N.J. 440 pp.

BOOK CHAPTERS

Linton, R. H., Han, Y., Selby, T. L., and Nelson, P. E. (2006) Gas/vapor-phase decontamination treatments for produce. ***Microbiology of Fruits and Vegetables***. Ed. G. M. Sapers, J. R. Gorny, and A. E. Yousef. CRC Press, LLC.

Linton, R. H. (2010) Microbiology of Aseptically Processed and Packaged Foods. ***Principles of Aseptic Processing and Packaging***. Ed. P. E. Nelson. Purdue University Press.

Trinetta, V., Morgan, M. and Linton, R. H. (2011). Chlorine Dioxide for Food Decontamination. ***Food Decontamination: Novel Methods and Applications***. Ed. A. Demirci and M. Ngadi. Woodhead Publishing.

Linton, R. and McSwane, D. (2013). Food Safety Post-Processing: Transportation, Supermarkets, and Restaurants. ***Foodborne Infections and Intoxications***. Ed. M. Potter and J. Glenn (566 pgs.) Elsevier.

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TEACHING

ALS 495 - JOINT VENTURES IN AGRICULTURE (2016 – Present)

Co-taught with the NC Commissioner of Agriculture. Analyzing emerging issues in agriculture while introducing students to local, state and national agriculture leaders.

FS 161 - SCIENCE OF FOOD (1996 – 2002)

Introductory course for food science and non-food science majors. Second highest enrollment.

FS 222 - SAFETY OF FOODS: HEADLINE TOPICS (1994 – 2002)

Introductory course, unique to Purdue University, focusing on current food safety issues.

FS 482 - SENIOR SEMINAR (2004 – 2008)

Course developed to prepare students for jobs or graduate school.

FS 491 - RETAIL FOOD SAFETY (1998 – 2010)

Course offering with specific instruction of retail food safety management and regulations.

FS 591 - DEVELOPMENT OF HACCP PROGRAM (1998 – 2010)

Customized course developed specifically for students that have an interest in working in the food industry or for regulatory inspection agencies.

FS 591 - FOOD SAFETY CERTIFICATION (1998 – 2010)

Course developed in 2005 that provides certification for retail food programs, the FDA Better Process Control School, and HACCP.

FS 653 - FOOD MICROBIOLOGY (1994 – 2011)

Graduate level course focusing on concepts of food microbiology.

FS 691 - FOOD BIOSECURITY (2004 – 2008)

Graduate level course focusing on concepts of decision-making processes and food defense.

TEACHING AWARDS

1998 Department of Food Science Outstanding Teacher Award. Purdue University.

2002 Department of Food Science Outstanding Teacher Award. Purdue University.

2006 Department of Food Science Outstanding Teacher Award. Purdue University.

TEACHING EVALUATIONS (Example) – PURDUE UNIVERSITY

STUDENT EVALUATIONS FOR LINTON / MAX. SCORE OF 5.0

- 4.7 My instructor motivates me to do my best work.
- 4.8 My instructor explains difficult materials clearly.
- 4.7 Course assignments are interesting and stimulating.
- 4.8 Overall, this is one of the best courses I have ever taken.
- 4.8 Overall, this instructor is among the best teachers I have known.

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GRADUATE STUDENTS

MAJOR ADVISOR (SINCE 2000; 3 BEFORE 2000)

Diane Ripberger (2001) MS. *The effect of non-thermal preservation on the inactivation of foodborne microorganisms in fruit and vegetable products.*

Travis Selby (2002) MS. *Post Pasteurization technologies for inactivation of pathogens on ready-to-eat luncheon meats.*

Travis Selby (2006). PhD. *Use of Optical Density and Mathematical Modeling to Predict Microbial Inactivation Kinetics (D- and z-values) from Microbial Survival Curves after Exposure to Gaseous Chlorine Dioxide.*

Carol D'lima (2002) MS. *Use of Chlorine Dioxide for the Inactivation of Listeria monocytogenes and Escherichia coli O157:H7 on lettuce.*

Ann Guentert (2003). MS. *Behavior of Listeria monocytogenes in pH-Modified Chicken Salad during Cold Storage and Temperature Abuse.*

Krista Schultze (Schneider) (2005). MS. *The thermal inactivation of Listeria monocytogenes on the surface of hot dogs with and without antimicrobial agents.*

Arpan Bhagat (2009) PhD. *Modeling Critical Parameters to Optimize the Treatment of Selected Fruits and Vegetables using Chlorine Dioxide Gas Treatment System.*

Tejas Bhatt (2011) MS. *Computer-base Model to Predict the Economic and Public Health Consequences of Hazard Contamination to Foods.*

Jia Wei Yeap (2013). MS. *Inactivation of a Human Norovirus Surrogate by Chlorine Dioxide Gas and Prediction of Human Norovirus Contamination by a Fecal Indicator System.*

GRADUATE STUDENTS

COMMITTEE MEMBER (SINCE 2000; 8 ADDITIONAL STUDENTS PRIOR TO BEFORE 2000)

2000	Amy Chhabra, PhD.	2007	Yash Burgula, MS.
2000	Yingchang Han, PhD.	2007	Willette Crawford, MS.
2004	Kristin Naschansky, MS./PhD.	2007	Kauline Davis, PhD.
2001	Lynn Choi, MS.	2008	Aaron Nagel, MS.
2002	Mindy Shroyer, MS.	2009	YanYun Chen, PhD.
2003	Nathan Bright, MS.	2009	David Schroeder, PhD.
2003	Carol Rainford, MS.	2009	Jamie Auer, PhD.
2003	Carol Mejia, MS.	2009	Jae Wook Yoon, PhD.
2004	Will Dominguez, MS.	2011	Claudia Ionita, PhD.
2004	Tao Geng, PhD.	2011	Amanda Bettasso, MS.
2004	Amanda Stewart, MS.	2011	Bonnie Co, PhD.
2005	Tiffany Taliaferro, MS.	2011	Amanda Derring, PhD.
2006	Senay Simsek, PhD.	2014	Ben Leap, MS.