

26

Astrida Trupovnieks  
4640 NE 16<sup>th</sup> Place  
Ocala, FL 3470

June 15, 2014

Takeshia L. Stokes  
111 West Madison Street  
Room 874, Pepper Building  
Tallahassee, FL 32399-1400

Dear Ms. Stokes:

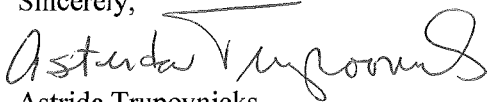
Thank you for your consideration of the enclosed materials for the appointment to the Florida Public Service Commission.

I am a local government professional with successful senior management and executive level experience across many disciplines in small, mid-sized and large cities. In addition to the public sector, I have also worked for a small manufacturing company which experienced both great success and shortly thereafter, insurmountable challenges.

Over the years, I have developed a level of expertise which prepares me to work effectively both inside and outside government to accomplish vision, goals, and objectives all aimed at growth and sustainability. My passion for local government and creating conditions conducive for the private sector keeps me motivated, and gives me the direction I need to help people, business and the communities I serve to move forward.

I hope to compete well in this important recruitment and selection process.

Sincerely,

  
Astrida Trupovnieks

2014 JUN 17 PM 4:42

RECEIVED

**ASTRIDA TRUPOVNIKS**

4640 NE 16<sup>th</sup> Place Ocala, FL 34470 Home (352-484-1108) Cell (352-207-7772)  
E-mail Address: astridat@verberk.us

**EXPERIENCED ECONOMIC DEVELOPMENT PROFESSIONAL**

Qualified to direct and implement innovative best management practices to move cities forward in difficult economic environment; Experienced across departments and understand importance of departmental cooperation to accomplish goals and objectives; Experienced in establishing strong relationships with public, private, academic and civic organizations to advance economic initiatives; 25+ years of experience

Innovative and efficient professional with a talent for understanding the big picture but analyzing the details in pursuit of goals; Passionate about development of win-win partnerships to advance multi focus initiatives; Equally adept at balancing interests, compromise, strategic planning and tactical implementation

**AREAS OF EXPERTISE**

**Strategic Alliances  
Redevelopment  
CRA Development  
Grant Writing**

**Corridor Planning  
Public/Private Finance  
Communication  
Logistics Projects**

**Project Execution  
Supervision  
Team Leadership  
Legislative Issues**

**PROFESSIONAL EXPERIENCE**

City of Ocala, Florida

*Full-service city government of 56,000 people*

**Senior Manager, Redevelopment, Logistics Planning, and Legislative Affairs**

**2010 to present**

**Senior Manager, Economic Development, 2008-2010**

Appointed by new City Manager to be part of a high level team of professionals responsible for the development and execution of powerful strategic initiatives to dramatically increase capital investment and job creation; Overcame multiple challenges including historical organizational resistance to new approaches to economic development, lack of community partnerships and a significant decrease in financial resources

- Responsible for all phases of comprehensive community redevelopment program for existing CRA including strategic redirection
- Responsible for the establishment and development of three new CRAs
- Identify, analyze and support key redevelopment projects including city's first business incubator, and *Imagine North Magnolia*, the city's first mixed-use redevelopment in urban core
- Develop and support key redevelopment projects identified by City Manager and Council including designation as an Intermodal Logistics Center
- Serve as city legislative liaison to state and federal government focusing on economic development; monitor proposed legislation, recommend and implement local response

- Work closely with state economic development organization, regional economic development council, county government, and workforce organization to create economic development proposals for qualifying industries
- Expertly interact with developers, business owners, bond counsel, Chamber of Commerce and workforce agencies to secure resources to meet private sector location and expansion objectives
- Plan and monitor infrastructure improvements to attract economic development projects
- Administer business incentive program including assisting business with application, financial requirements, and meeting with City Manager and City Council
- Perform Return on Investment and other complex financial analyses on development projects of all sizes
- Expert grant writer for economic development and transportation-related projects; Successfully achieved \$9 million in federal funds for Ocala in three years

City of Ocala, Florida

**Assistant to City Manager, 07-2005 to 09-2008**

Appointed by tenured City Manager to serve in a liaison capacity between City Manager's Office and staff, to state and federal legislators, and to local community; Recommended contract with legislative lobbyist which resulted in successful lobbying efforts at state level; Achieved effective legislative program

- Developed new role of lead staff responsible for the analysis of state and federal legislation impacting Florida's local governments
- Served as City Manager's representative on economic development initiatives, site consultant visits, and to Ocala and Marion County Economic Development Council; Performed ROI analyses on businesses seeking development incentives; Performed financial analyses of projects
- Assigned to work with department heads to assure completion of city initiatives and projects
- Performed lead role in preparation of City Manager's agenda for City Council meetings and work sessions
- Performed research and prepare written reports on topics central to local governance including public utility matters, transportation issues, annexation, customer service improvements, fiscal reform

Knoxville, Tennessee

OneSource Industrial LLC

**Administrative Officer, 01-2003 to 05-2005**

Appointed to assist in the strategic redirection of small business generating \$2 million in annual income

- Responsible for management of financial and administrative services for privately-held small business generating \$ 2 million in gross annual income
- Developed and implemented new risk management program saving company 30 percent in premiums in one year
- Analyzed and implemented related product diversification increasing revenues by 15 percent in year one, 16.5 percent in year 2, and 18 percent in year 3

- Planned and helped implement retrenchment strategy in year 3 involving the discontinuance of manufacturing operation and 100 percent conversion to leasing operation

City of College Park, Georgia

*Full-service city of 20,000 and location of Hartsfield Atlanta Airport*

**Assistant City Manager, 09-2000 to 09-2002**

Appointed to assist City Manager in general management, specialize in economic development and oversee development of new Public Safety Complex; Successfully served appointment as interim City Manager

- Responsible for advancement and completion of City's new Public Safety Complex, including plan modification and review, cost estimates, cash needs, environmental assessments, land acquisition
- Responsible for city's economic and redevelopment activities supporting Hartsfield Atlanta Airport, attracting private investment to urban core, promoting mixed-use and strengthening tax base
- Completed new Parks Master Plan
- Successfully negotiated purchase of 26-acre abandoned shopping center for redevelopment; Served as City Liaison to Business and Industrial Development Authority
- Managed day-to-day operations of city government including budget and finance, public safety, public works, power, code enforcement, premise inspection, zoning, planning, human resources, engineering and recreation
- Balanced unforeseen \$4 million deficit in General Fund operating budget after 9/11 with no lay-offs

**Other Professional Positions in Local Government**

**Special Projects Administrator, Dayton, Ohio**

**04-1998 to 09-2000**

Expertly assisted all Department Directors jumpstart stalled projects, and advance new initiatives in organizational assessment and performance, citywide cost-savings, improvements in service delivery, and federal program compliance.

**Clerk of the City Commission, Dayton, Ohio**

**11-1991 to 04-1998**

Expertly reorganized and managed the Mayor's Office, City Commission Office and Office of the Clerk; Assisted in the formation of local public policy by providing high level research to Mayor and City Commission; Represented local elected officials locally, regionally, and nationally

**Administrative Officer, Port Columbus International Airport, Columbus, Ohio**

**04-1988 to 10-1990**

**Deputy Director, Public Utilities and Public Works, Columbus, Ohio**

**01-1984 to 04-1988**

## **Education**

Saint Leo University, St. Leo, Florida

MBA in Management

Earned membership in international business and management honor society

The Ohio State University, Columbus, Ohio

Master of Arts in Public Administration, Public Finance

Bachelor of Science, Consumer Services

Received Summa Award for academic excellence

The University of Dayton, Dayton, Ohio

Continuing Education towards MBA and German

The University of Washington, Certificate in Baltic Studies Seattle, WA

## **Languages**

Highly Proficient in Speaking, Reading and Writing German

Basic in Speaking, Reading and Writing Latvian



# FLORIDA PUBLIC SERVICE COMMISSION APPLICATION

26



APPLICANT INFORMATION (TYPE OR PRINT IN INK)		
NAME (Last, First, Middle) Trupovnieks, Barbara Astrida		(Prior)
MAILING ADDRESS 4640 NE 16th Place	HOME TELEPHONE (352 ) 484-1108	
CITY, STATE, ZIP Ocala, FL 34470	COUNTY Marion	BUSINESS TELEPHONE (352 ) 629-8311

COMPETENCE AND KNOWLEDGE		
Section 350.031(5), Florida Statutes, provides that in order to be nominated to the Governor, the Council must determine that applicants are competent and knowledgeable in one or more of the following fields, which shall include, but not be limited to:		
<input checked="" type="checkbox"/>	Public Affairs	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Law	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Economics	<input checked="" type="checkbox"/>
<input checked="" type="checkbox"/>	Accounting	<input type="checkbox"/>
<input type="checkbox"/>	Engineering	<input type="checkbox"/>
<input type="checkbox"/>	Finance	<input checked="" type="checkbox"/>
<input type="checkbox"/>	Natural Resource Conservation	<input type="checkbox"/>
<input type="checkbox"/>	Energy	<input type="checkbox"/>
Other field(s) substantially related to the duties and functions of the Commission: Public Policy, Consumer Services, Quantitative Methods and Analysis, Industry Sector Development, Redevelopment, Small Business		
In the above list, please indicate the fields in which you assert competence and knowledge. Additionally, please provide details in the "REMARKS" section on the last page of this application of your qualifications in each of the specified disciplines which demonstrate your knowledge and competency.		

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 JUN 17 11:41 AM '02  
 HUMAN RESOURCES

EDUCATION																											
A copy of your college transcript must be submitted with the completed application																											
CIRCLE highest grade completed:																											
		1 2 3 4 5					GED					College 1 2 3 4 5					Graduate School 1 2 3 4 5										
SCHOOL	DID YOU GRADUATE?		NAME AND ADDRESS					MAJOR / MINOR					DEGREE RECEIVED					MONTH/YEAR GRADUATED					IF NO DEGREE # HRS. EARNED				
	Yes	No																									
High School	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Harrison Hills High School Cadiz, Ohio 43976					College Track					High School Diploman					6-73									
Community/ Vocational/ Technical/ College																											
College/ University	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Ohio State University Columbus, Ohio 43210					Consumer Services					BS					12-77					204				
Graduate/ Professional	<input checked="" type="checkbox"/>	<input type="checkbox"/>	The Ohio State University Columbus, Ohio					Public Administration/ Finance					MA					12-79					60				
Other	<input checked="" type="checkbox"/>	<input type="checkbox"/>	St. Leo University 33791 Florida SR 52 St. Leo, Florida 33825					Business Administration					MBA					04-2011					48				
LICENSES•CERTIFICATIONS•SPECIAL SKILLS																											
Please indicate any special skills, professional or occupational licensure you currently possess.																											
Working towards CTL in Logistics at UNF, Certificate in Baltic Studies from University of Washington, Written Communication, Public Speaking, Proficient in German ( Speaking, Reading and Writing)																											

## EMPLOYMENT ELIGIBILITY

Are you legally entitled to work in the United States?  Yes  No

**SPECIAL NOTE:** If you are not a U.S. citizen, you must attach a copy of an I-151 or similar documentation to confirm your eligibility for appointment to the Florida Public Service Commission.

Section 110.1128, Florida Statutes, requires male applicants between the ages of eighteen and twenty-six to provide proof of registration with the United States Selective Service as required by the Military Selective Service Act. If you are in this age group, please provide your date of birth and your Selective Service number.

Date of Birth: \_\_\_\_\_ Registration Number: \_\_\_\_\_

## EMPLOYMENT

Name of Present or Last Employer: City of Ocala

Employment Dates: 08-25-2005 TO Present

Business Address:  
City of Ocala

201 SE Third Street; Second Floor  
Ocala, FL 34470

Supervisor:

Name: Marc Mondell

Title: Assistant City Manager

Telephone: (352) 629-8311 Ext.: \_\_\_\_\_

Hours Per Week: 40 ( ) Part Time (  ) Full Time ( ) Volunteer

Position Title: Senior Manager, Redevelopment, Logistics Planning, Legislative Affairs Ending Salary \$ 79,000

### Primary Duties:

Plan and implement game-changing redevelopment and economic development program for mid-sized central Florida city characterized by slower than anticipated recovery from the 2008 recession; Seeking new private capital investment and job generators in the freight and logistics industry; Preparing Ocala to capitalize on its competitive geographic and physical assets to become an Intermodal Logistics Center; Involved in forming strategic partnerships with FDOT, Ports, Rail, Trucking and Freight Forwarders; Promoting Ocala Airport for freight; Perform contract negotiations and ROI analysis for pivotal downtown redevelopment projects including first downtown hotel and residential development

### Reason for leaving or seeking other employment:

I would like to employ my skills and expertise to the development of energy policy, rates and charges which will propel Florida into a sustainable, growth-oriented market place from which to conduct business with global partners with competitive advantage.

*A resume detailing your employment history should be attached as an addendum to this application.*

## LEGAL HISTORY

Have you pleaded nolo contendere to, or been convicted of, a first degree misdemeanor or a felony in any court, domestic or foreign?  
 Yes  No

A conviction includes a plea of guilty, guilty verdict, or finding of guilt, regardless of whether the sentence is imposed by the Court or adjudication is withheld. If "Yes", please explain:

A "yes" answer to these questions will not necessarily preclude you from nomination or appointment. Each case will be judged on its own merit, with respect to time, circumstances, and seriousness.

Have you ever been found guilty in any civil proceeding with conduct involving moral turpitude, dishonesty and/or unethical conduct?  
 Yes  No If "Yes", give particulars.

Have you ever been disciplined to include action taken against your certificate or license or cited for a breach of ethics or unprofessional conduct by any court, administrative agency or professional group?  Yes  No If "Yes", give particulars.

## GENERAL INFORMATION

Have you ever held public office, including judicial office, or have you ever been a candidate for such office?  Yes  No  
If "Yes", give the details, including the offices involved, whether elected or appointed, and the dates of your service.

If you are presently an officer or director of any business organization, please give details, including the name of the business, the nature of the business, the business address and your title.

While not a business entity, I am an Ocala Firefighter's Pension Board Trustee, and serve as Secretary to the organization.

If you are appointed to the Florida Public Service Commission, do you intend to resign from your position of employment or from those positions in which you serve as an officer or director of a business organization?  Yes  No

State your reasons for planning to resign or for planning to continue.

While it would be an exceptional opportunity to maintain both positions, I expect the role and responsibility of Commissioner to be a full-time responsibility. If it is possible, to maintain both positions, I would be happy to have both roles. The decision factors will likely reveal themselves in a short amount of time.

Have any of your present or previous businesses or employers been directly regulated by the Florida Public Service Commission, or by any other state's public utilities commission?  Yes  No

If "Yes", state the name of the business, the position you held, and the dates of your association with such business.

Have you ever represented yourself or a client before the Florida Public Service Commission, or before any other state's public utilities commission?  Yes  No      If "Yes", give particulars.



## FINANCIAL DISCLOSURE

### PART A – NET WORTH

Please enter the value of your net worth as of December 31, 2013, or a more current date. [Note: Net worth is not calculated by subtracting your reported liabilities from your reported assets, so please see the instructions.]

My net worth as of May 31, 2014 was \$ 450,000

### PART B – ASSETS

**HOUSEHOLD GOODS AND PERSONAL EFFECTS:**

Household goods and personal effects may be reported in a lump sum if their aggregate value exceeds \$1,000. This category includes any of the following, if not held for investment purposes: jewelry; collections of stamps, guns, and numismatic items; art objects; household equipment and furnishings; clothing; other household items; and vehicles for personal use.

The aggregate value of my household goods and personal effects (described above) is \$ 130,000

**ASSETS INDIVIDUALLY VALUED AT OVER \$1,000:**

DESCRIPTION OF ASSET	VALUE OF ASSET
Principal residence located at 4840 NE 16th Place in Ocala, FL	\$140,000
Vacation condo at 6203 Catalina Drive in North Myrtle Beach, SC	\$110,000
Husband's residence in Den Helder, The Netherlands	\$150,000
Intangible Personal Property ( IRAs, Municipal Bond, Capital One, Bank of America)	\$450,000

### PART C – LIABILITIES

**LIABILITIES IN EXCESS OF \$1,000:**

NAME AND ADDRESS OF CREDITOR	AMOUNT OF LIABILITY
BB&T Mortgage PO Box 632 Whiteville, NC 28472	\$170,000
Central Mortgage 801 John Barrow; Suite 1 Little Rock, AR	\$80,000
	\$150,000

**JOINT AND SEVERAL LIABILITIES NOT REPORTED ABOVE:**

NAME AND ADDRESS OF CREDITOR	AMOUNT OF LIABILITY
RABO Bank Croseselaan 18, Utrecht 3521 The Netherlands	\$150,000

**PART D – INCOME**

You may *EITHER* (1) file a complete copy of your 2013 federal income tax return, including all attachments, *OR* (2) file a sworn statement identifying each separate source and amount of income which exceeds \$1,000, including secondary sources of income, by completing the remainder of Part D, below.

I elect to file a copy of my 2013 federal income tax return. [If you check this box and attach a copy of your 2013 tax return, you need not complete the remainder of Part D.]

**PRIMARY SOURCES OF INCOME:**

NAME OF SOURCE OF INCOME EXCEEDING \$1,000	ADDRESS OF SOURCE OF INCOME	AMOUNT
City of Ocala	110 SE Watula Avenue Ocala, FL 34471	\$79,000
Morgan Stanley	250 Royall Street Canton, MA 02021	\$3,000

**SECONDARY SOURCES OF INCOME** [Major customers, clients, etc., of businesses owned by reporting person—see instructions]:

NAME OF BUSINESS ENTITY	NAME OF MAJOR SOURCES OF BUSINESS INCOME	ADDRESS OF SOURCE	PRINCIPAL BUSINESS ACTIVITY OF SOURCE
None	N/A	N/A	N/A

**PART E – INTERESTS IN SPECIFIED BUSINESSES**

	BUSINESS ENTITY #1	BUSINESS ENTITY #2	BUSINESS ENTITY #3
NAME OF BUSINESS ENTITY	None	N/A	N/A
ADDRESS OF BUSINESS ENTITY			
PRINCIPAL BUSINESS ACTIVITY			
POSITION HELD WITH ENTITY			
I OWN MORE THAN 5% INTEREST IN THE BUSINESS			
NATURE OF MY OWNERSHIP INTEREST			

IF ANY OF PARTS A THROUGH E ARE CONTINUED ON A SEPARATE SHEET, PLEASE CHECK

## REMARKS

Use this space to provide specific details of your qualifications which demonstrate your knowledge and competency in the fields listed in Section 350.031(5), Florida Statutes. Also, please include other comments or information you regard as pertinent to your consideration of this position.

Consumer education, and empowerment serves as the basis of my body of knowledge and competencies in public policy, finance, economics, and development. Simply stated, ordinary citizens, if educated and aware, have options.

I have nearly 30 years of experience across city government having worked my way up through the ranks motivated by serving the taxpayer in an open, honest and efficient way. Recognizing that government can provide an efficient and effective operating and regulatory environment, I work to create conditions which foster economic development, an increase in private capital investment, and growth. Without growth, cities, towns and villages within which people live and businesses operate, decline.

To work effectively at public policy and consumer education, I studied and developed an expertise in public administration, business administration, finance, economics, and accounting. My current passion is the development of a logistics--related industry in Ocala. One of my goals is to maximize the physical and geographic assets here to diversify the economy, match demographics to workforce needs, and transform Ocala from its current state of untapped economic potential to a logistics hub. I am learning as much as possible about rail, trucking, air, and waterborne modalities to link Ocala with freight operators globally. The production, transmission, distribution and use of energy plays a pivotal role in this and other industry decision making. The regulatory environment within which industry operates should support, not impede, market considerations. A responsible energy and regulatory environment lies at the base of future decisions that will grow and sustain Florida's economy.

In addition to public sector experience, I have also had the opportunity to work for small business. Joining a small manufacturing business in 2003, I worked to redirect the business from manufacturing to leasing. What began as a successful container manufacturing enterprise in the late 1990s, by the early 2000s, was no longer able to stay competitive. The cost of raw materials, government, energy, labor and insurance eventually forced the development of a retrenchment strategy. In just over two years, I helped sustain revenues, decrease costs, and pay the company's debt. This experience enriched my perspective of the struggles of small business, and the importance of preparing for the future equipped with options.

## CERTIFICATION

I have read the foregoing questions carefully and have answered them truthfully, fully and completely. I hereby authorize educational and other institutions, any references furnished by me, employers, business and professional associates, all governmental agencies and instrumentalities and all consumer and credit reporting agencies to release to the Florida Public Service Commission Nominating Council and the Florida Department of Law Enforcement (FDLE) any information, files, records or credit reports requested by the Council or FDLE in connection with any consideration of me as a possible nominee for appointment to the Florida Public Service Commission.

Signature: B. Astin da Silva

Date: June 15, 2014

# The Ohio State University

hereby confers upon

Barbara Astrida Trupnieks

the degree of

Master of Arts

together with all the rights, privileges and honors appertaining thereto in consideration of the satisfactory completion of the course prescribed in

The Graduate School

In Testimony Whereof, the seal of the University and the signatures as authorized by the Board of Trustees are hereto affixed.

Given at Columbus on the seventh day of December, in the year of our Lord nineteen hundred seventy-nine and of the University the one hundred and tenth.



*Patricia D. James*  
Chairman of the Board of Trustees

*Harold L. Sorenson*  
President of the University

*Lucille J. Hunt*  
Secretary of the Board of Trustees

TRUPOVNIKS, BARBARA ASTRIDA

THE OHIO STATE UNIVERSITY  
COLUMBUS, OHIO 43210  
OFFICE OF THE REGISTRAR

HOME ECONOMICS  
~~UNIVERSITY COLLEGE~~

SEP 25, 1973  
ENTERED  
DEC 9, 1977  
GRADUATED  
B.S.H.E.  
DEGREE

NAME  
[REDACTED]

SOCIAL SECURITY NUMBER

HOPEDALE HARRISON OHIO  
ADDRESS-CITY COUNTY STATE

CADIZ H S CADIZ OHIO  
HIGH SCHOOL CITY STATE

PREVIOUS COLLEGE CITY STATE DEGREE YEAR

CONSUMER SERVICES

MAJOR

ACADEMIC PROBATION	TITLE OF COURSE	DEPARTMENT	COURSE NUMBER	CR. HRS.	GRADE	PTS.	TITLE OF COURSE	DEPARTMENT	COURSE NUMBER	CR. HRS.	GRADE	PTS.	
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">OFFICIAL TRANSCRIPT ISSUED TO STUDENT</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">THROUGH A RED INK STAMP</p>	AUTUMN QUARTER 1973						WINTER QUARTER 1975						
	FRESHMAN COMPOSITN	ENGLISH	100	5	B	15	PERSUASIV CMUNCATN	COMMUNIC	225	5	B	15	
	ELEMENTARY GERMAN	GERMAN	101	5	A	20	PRINCIPLES ECON 1	ECON	200	5	B	15	
	U S 1763-1877	HISTORY	150.01	5	A	20	BASIC MATH 2	MATH	101.02	2	C	4	
	REQUIRED	PHYS ED	104	1	D	1	SOC TRENDS & PROBS	SOCIOL	202	5	A	20	
	AKTS & SCI SURVEY	UNIV COL	100.11	1	A	4	3.666	81	297	85	3.176	17	54
	3.529	17	60	17	3.529	17	60	TRANSFERRED TO HOME ECONOMICS MAR 1975					
	WINTER QUARTER 1974						SPRING QUARTER 1975						
	ELEMENTARY GERMAN	GERMAN	102	5	A	20	ELEMENTARY CHEM	CHEM	101	5	B	15	
	U S 1877-PRESENT	HISTORY	150.02	5	A	20	GENERAL PSYCHOLOGY	PSYCH	100	5	A	20	
REQUIRED	PHYS ED	105	1	A	4	3.648	91	332	95	3.500	10	35	
FUNDAMENTLS GOVT	POLIT SC	165	5	A	20	AUTUMN QUARTER 1975							
3.757	33	124	33	4.000	16	64	ELEMENTARY CHEM	CHEM	102	5	B	15	
SPRING QUARTER 1974						WINTER QUARTER 1976							
ELECTIVE	PHYS ED	107	1	A	4	MARKETING	BUS-MKTG	650	4	B			
GENERAL BIOLOGY	BIOLOGY	100	5	B	15	PRINCIPLES ECON 2	ECON	400	5	A-			
INTRO TO FICTION	ENGLISH	261	5	A	20	H EC AS A PROFESSN	HOME EC	290	2	S			
INT CONVERSATION	GERMAN	103.02	5	A	20	FUNDMNTLS NUTRITON	HUMN NTR	310	5	B			
REQUIRED	PHYS ED	106	1	PA		QTR: HRS= 14	PTS= 45.5	PHR=3.25	ERN-HRS= 16				
3.729	48	179	49	3.666	15	55	CUM: HRS=120	PTS= 427.5	PHR=3.56	ERN-HRS=126			
3.734	49	183	50	3.687	16	59							
AUTUMN QUARTER 1974													
INT CONVERSATION	GERMAN	104.02	5	A	20								
BASIC MATH 1	MATH	101.01	3	PA									
INTRODUCTORY	SOCIOL	101	5	A	20								
GREAT AGES THEATRE	THEATRE	271	5	A	20								
3.796	64	243	68	4.000	15	60							

REINSTATED

COVER

University of Dayton  
Dayton, Ohio 45469-1330  
(937) 229-4141



Office of the Registrar  
Academic Transcript

School of Business Administration

Name: Barbara Astrida Trupovnieks

S.S. #: [REDACTED]

MONTH/DAY OF BIRTH: 04/19

ENTRANCE RECORD: BS in Educ  
from OHIO STATE UNIV - COLUMBUS, OH

GRADUATE RECORD

PAGE: 1

DEPT NO	COURSE	CRED	GR	PTS	DEPT NO	COURSE	CRED	GR	PTS
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3rd Term, 2nd Half 1984-85

MBA 530 Marketing Management 3.0 B 9.0

\*\* END OF TRANSCRIPT \*\*

	HOURS	GPA HOURS	GPA POINTS	GPA
Term:	3.0	3.0	9.0	3.00
Cum:	3.0	3.0	9.0	3.00

OFFICIAL TRANSCRIPT CONTAINS 1 PAGE.  
TRANSCRIPT ONLY VALID IF UNIVERSITY  
SEAL AND SIGNATURE OF REGISTRAR  
ARE AFFIXED.

2nd Term 1985-86

MBA 500I Survey-Quant Methods 2.0 B 6.0

	HOURS	GPA HOURS	GPA POINTS	GPA
Term:	2.0	2.0	6.0	3.00
Cum:	5.0	5.0	15.0	3.00

1st Term 1986-87

MBA 500G Survey-Comptr Methods 1.0 B 3.0

	HOURS	GPA HOURS	GPA POINTS	GPA
Term:	1.0	1.0	3.0	3.00
Cum:	6.0	6.0	18.0	3.00

2nd Term 1988-89

MBA 500F Survey In Finance 3.0 B 9.0

	HOURS	GPA HOURS	GPA POINTS	GPA
Term:	3.0	3.0	9.0	3.00
Cum:	9.0	9.0	27.0	3.00

1st Term 1989-90

MBA 500E Survey In Statistics 3.0 B 9.0

	HOURS	GPA HOURS	GPA POINTS	GPA
Term:	3.0	3.0	9.0	3.00
Cum:	12.0	12.0	36.0	3.00



OCT 03 1999



The University of Dayton

DAYTON, OHIO 45469-1330
(937) 229-4141
OFFICE OF THE REGISTRAR

TRANSCRIPT KEY

1. CALENDAR SYSTEM

Prior to September 1963: two semesters of sixteen weeks each, exclusive of days for final examinations.
September 1963 to present: the early semester, split third-term system - fall and winter semesters of fifteen weeks each, exclusive of days for final examinations, and a spring-summer third term split into two sessions of 6 to 7-1/2 weeks.

2. DEFINITION OF THE CREDIT UNIT

The credit unit is the semester hour with the exception of the Graduate School of Education.\* The semester hour consists of or is the equivalent of one hour per week in class or two or three hours per week in laboratories for a semester.

\*Graduate School of Education changed from semester hours to quarter hours on June 17, 1974.

3. COURSE NUMBERING SYSTEM

Prior to 1934: Course numbers did not indicate level.
September 1934 to present: Course numbers indicate level: 001 to 099 for non-credit courses; 100 and 200 series for lower-level courses; 300 to 400 series for upper-level courses; 500 through 800 series for graduate courses; 698-Doctoral Dissertation; 699 - Ph.D. Dissertation; 900 - Ph.D. courses in the School of Education.

4. GRADING SYSTEM

Prior to September 1935: numerical grades, minimum of 70% to receive credit.
Sept. 1935 to Sept. 1944
A - Excellent ..... 3 points\* F - Failed ..... 0 points
B - Good ..... 2 points I - Incomplete ..... 0 points
C - Average ..... 1 point
D - Poor, but passing ..... 0 points
E - Conditioned ..... 0 points

\*for each semester hour allowed for the course

Sept. 1944 to present
A - Excellent ..... 4 quality points\* D - Poor ..... 1 quality point
B - Good ..... 3 quality points F - Failed ..... 0 quality points
C - Fair ..... 2 quality points

\*for each credit allowed for the course

GRADE POINT AVERAGES

Only the quality points for grades A, B, C, D, and F are used in calculating grade point averages (GPA).
The SEMESTER GRADE POINT AVERAGE is the total number of quality points divided by the total number of semester credit hours.

The CUMULATIVE GRADE POINT average is the total number of cumulative quality points divided by the total number of cumulative credit hours. If a course is repeated, the grade points for both the original grade and the new grade are computed. If a course is retaken (see R) and the subsequent grade is higher than or equal to the previous grade, the previous grade will not count towards the student's CGPA henceforth.

The CUMULATIVE ACADEMIC UNIT GRADE POINT AVERAGE includes only those courses completed at the University of Dayton and required for the specific degree obtained and/or approved for inclusion by the student's school or college.

OTHER GRADE SYMBOLS

- CR - Credit awarded, graduate level only; introduced 9/76.
EM - Credit by examination; introduced 9/64.
I - Incomplete.
K - Credit awarded at other institutions and transferred to UD.
Historically K also indicated:
a) Credit for some workshops, interdisciplinary courses, and independent study; discontinued summer 1973.
b) Passed "C" or better; undergraduate level; replaced by "S", 1/71.
c) Passed; graduate level; replaced by "CR", 9/76.
N - No grade reported by instructor.
S - Satisfactory; "C" grade or better.
NC - No credit awarded.
P - In progress (with approval).
W - Official withdrawal; replaced "WF" and "WP", 9/58.
WF - Withdrew failing; discontinued 9/58.
WP - Withdrew passing; discontinued 9/58.
X - Audit; no credit awarded.
PA - Portfolio assessment; credit awarded; introduced 1/86.

SPECIAL SYMBOLS BEFORE CREDIT HOURS

- A - On undergraduate record indicates a course taken for graduate credit; replaced by "G", 9/74.
E - On graduate record indicates an undergraduate course taken for graduate credit; replaced by "G", 9/74.
N - On graduate record indicates an undergraduate course for undergraduate credit; replaced by "U", 9/74.
U - Undergraduate credit awarded; introduced 9/74.
G - Graduate credit awarded; introduced 9/74.

SPECIAL SYMBOLS

- R - Retaken; effective 8/95 (undergraduate only).
- - Strikethrough; course has been retaken. There will be no retroactive adjustment to GPA's.

5. INSTITUTIONAL NAME CHANGES

Table with 2 columns: Year and Name. 1850 St. Mary's College, 1871 St. Mary's Institute, 1913 St. Mary's College, 1920 University of Dayton

6. SPECIAL PROGRAMS AND ENTRIES

Dept. & No.:
ASI-SDL ..... Arts & Sciences - Interdisciplinary-Self-Directed Learning.
HMS-CLP ..... Humanities-CLEP.
H ..... Following dept. and no. code designates Honors course.

One or two letters in department code (A,C, AF) ..... Course taken at Dayton Art Institute; credit granted by UD.

7. INSTITUTIONAL POLICY

All courses attempted and/or completed at this university appear on the permanent academic record.

Requests for further explanation may be directed to the Office of the Registrar, University of Dayton, Dayton, Ohio 45469-1330.

8. ACCREDITATION

UD is accredited by the North Central Association of Colleges and Schools and is an approved NCATE institution. See official bulletins for other accreditation.

Office of the Registrar - Transcript Key
School of Law

Only the quality points for grades A+ through F are included in the calculation of grade point averages.

Table with 4 columns: Grade, Quality Points, Grade, Quality Points. Rows include A+, A, A-, B+, B, B-, C+, C, C-, D+, D, F and their corresponding quality points.

Other Grade Symbols:

- EX - Exceptional; credit awarded.
S - Satisfactory; credit awarded.
U - Unsatisfactory; no credit awarded.
CR - Credit awarded.
NC - No credit awarded.
I - Incomplete.
K - Credit awarded by other universities and accepted by UD.
N - No grade reported by instructor.
P - In progress (with approval).
W - Official withdrawal.
X - Audit; no credit awarded.

INSTITUTIONAL POLICY

All law courses attempted and/or completed at this university appear on the permanent academic record.

Requests for further explanation may be directed to the Office of the Registrar, University of Dayton, Dayton, Ohio 45469-1330.

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