

Manohar Singh, Ph.D.
President (Interim)
Western Connecticut State University
Danbury, CT
American Council on Education (ACE) Fellow

CAREER OBJECTIVE

To serve with compassion and lead with integrity an institution dedicated to advancing higher education that prepares students as conscientious leaders and socially responsible global citizens.

EXECUTIVE SUMMARY

Education and Executive Leadership Training Programs

- 2024 New President's Intensive- EAB
- 2016 Management Development Program
Harvard University Graduate School of Education-Cambridge, USA
- 1999 Ph.D. in Finance
Southern Illinois University-Carbondale, USA
- 1991 M.A. in Economics
University of Waterloo-Ontario, Canada
- 1987 M.A. Honors in Economics
Punjab University-Chandigarh, India
- 1986 B.A. Honors in Economics
Punjab University-Chandigarh, India

Administrative and Professional Development Programs

- 2022 American Council on Education (ACE) Fellowship
- 2018 Advanced Development for Deans and Academic Leaders
The Council for Advancement and Support of Education
- 2017 Planned Giving Conference
The Council for Advancement and Support of Education
- 2015 Deans' Conference
Association to Advance Collegiate Schools of Business (AACSB)
- 2014 Deans' Conference (Accreditation)
Association to Advance Collegiate Schools of Business (AACSB)
- 2010 Case Method Teaching Seminar
Harvard Business School, Harvard University-Cambridge, USA
- 2007 Master Teacher Program
Georgia State University, Atlanta, USA

Academic and Administrative Experience

Academic Administration

- 2023- Present President (Interim), Western Connecticut State University, Danbury, CT
- 2019-2023 Dean, School of Graduate and Professional Studies, Southern Connecticut State University, New Haven, CT

2022-2023	American Council on Education (ACE) Fellow at Lafayette college
2017-2019	Dean, College of Professional Studies, Humboldt State University, Arcata, CA
2013-2016	Penn State University – Abington, Abington, PA
2014-2016:	Division Head, Division of Business and Social Sciences
2013-2014:	Co-coordinator, Business Program
2001-2002	Interim Chair, Department of Finance, Long Island University – C.W. Post, Brookville, NY (Summer and Fall Semesters)

Shared Governance Leadership

2013-2014	Chair, Faculty Senate, Great Valley School of Graduate and Professional Studies, Penn State University – Malvern, PA
2012-2013	Vice Chair, Faculty Senate, Great Valley School of Graduate and Professional Studies, Penn State University – Malvern, PA

Faculty Appointments

2017- 2019	Tenured Full Professor of Finance, Humboldt State University-Arcata, CA
2009-2017	Penn State University
2016- 2017	Tenured Full Professor of Finance, Penn State University -Abington, PA
2014-2016	Tenured Associate Professor of Finance, Penn State University - Abington, PA
2013-2014	Tenured Associate Professor of Finance, Great Valley School of Graduate Professional Studies, Penn State -Malvern, PA
2009-2013	Associate Professor of Finance, Great Valley School of Graduate Professional Studies, Penn State -Malvern, PA
2005-2009	Associate Professor of Finance, Atkinson Graduate School of Management, Willamette University-Portland, OR
2002-2005	Assistant Professor of Finance, University of Nevada-Reno, NV
1999-2002	Assistant Professor of Finance, Long Island University Brookville, NY
1999-2000	Visiting Assistant Professor of Finance, University of New Hampshire-Durham, NH
1998-1999	Assistant Professor of Finance, University of New South Wales -Sydney, Australia

LEADERSHIP ATTRIBUTES

My leadership is defined by a deep commitment to shared and inclusive governance, driving justice, equity, and dignity for all stakeholders. As President, I have provided visionary, strategic, and transformational leadership, ensuring both mission-centric excellence and financial sustainability. My global experience spans diverse academic institutions and government organizations, where I have led initiatives to enhance academic programs, grow enrollment, and improve retention and graduation rates. I have an entrepreneurial mindset, having launched innovative programs, and built strong partnerships that have expanded the university's community building and economic impact. Through sound fiscal management, I have developed new revenue streams and secured critical funding for long-term sustainability. As a passionate teacher, scholar, and academic leader, I contribute to institution building with humanistic perspectives guiding my leadership philosophy and management style:

- o **Strategic Leadership:** Demonstrated ability to lead the collective shaping of institutional long-term strategic vision for meaningful advancement of institutional mission.
- o **Inclusive and Collaborative Governance:** Strong commitment to shared governance, promoting inclusive excellence and dignity among stakeholders while fostering a collaborative culture of transparency and accountability, leading to trust-building, high morale, and a positive campus culture.
- o **Transformational Change Management:** Experience in leading transformational

change within institutions, ensuring both academic excellence and financial vitality through sound planning and execution of fiscal turnarounds and strategic repositioning.

- o **Fiscal Management and Sustainability:** Proven track record in sustainable fiscal turnaround, business model reconfiguration, long-term strategic financial planning, structural deficit mitigation through resource optimization, operational efficiencies, and revenue growth with program expansion, fundraising, engagement, and advocacy.
- o **Academic Program Development and Innovation:** Expertise in launching innovative academic programs that align with market needs, enhance academic offerings, and drive enrollment growth.
- o **Community Outreach for Partnerships, Advocacy, and Fundraising:** Skilled at forging strong partnerships with local, regional, and corporate stakeholders, expanding the university's economic and regional impact. Experience in successfully working with philanthropic donors and elected leaders for transformational gifts and grants respectively.
- o **Scholarly Excellence and Teaching:** Deep commitment to academic scholarship and teaching, with a global perspective and recognized excellence in both research and classroom engagement.

Administrative Experience

Academic Administration

2023- Present

President (Interim)- Western Connecticut State University, Danbury, CT

Primary Responsibilities:

Serving as the Chief Executive Officer, responsible for the strategic leadership and operational excellence of the university, overseeing all aspects of the institution. The role includes providing vision and oversight for the university's academic enterprise success, administrative effectiveness, and financial sustainability, while developing strong community and corporate partnerships that enhance the university's regional and economic impact. The President ensures a collaborative and inclusive campus culture, promoting shared governance, and fostering an environment of academic excellence and student success. Additionally, the President serves as a community ambassador, building the university's reputation for excellence, advancing public higher education, and driving initiatives that contribute to the social prosperity and growth of the regional economy, while advocating for state policies and funding that support long-term institutional success. Western Connecticut State University, spread across two campuses covering 398 acres, serves 4,169 students through 40 academic departments, offering 48 undergraduate and 23 graduate degree programs. With a budget of \$120 million, the university employs 489 full-time staff, including 175 full-time faculty and 314 full-time staff members.

Major Accomplishments:

- Strategic Plan Launch: Successfully led an inclusive strategic planning process and launched "Western Rising," WestConn's 2024-2030 strategic plan in Fall 2024.
- NECHE Accreditation: Maintained NECHE accreditation by initiating several substantive changes to address the commission's concerns regarding financial sustainability, shared governance, and planning and assessment standards.
- Budget Deficit Reduction and Financial Stability:
 - o Prepared and implemented a Deficit Mitigation Plan that turned around a \$12M (10% of budget) deficit in FY24 to a \$1.7M surplus

in FY25(Mid-year projection).

- o Built institutional reserves from \$1.2M to \$11M through cost-efficiency measures and revenue enhancement strategies without adverse impact on student success.
 - o Continue to successfully implement the Deficit Mitigation Plan projected to yield a balanced budget in FY26 and over 85% reduction in \$25M deficit in FY27.
- Academic Programs Reconfigurations: Led the reimagining, reconfiguration, and realignment of low-enrollment programs, reallocating resources to priority areas for strategic enrollment growth.
- Enrollment Growth:
 - o Welcomed the largest freshman class since 2018, with 818 students.
 - o Led our team to grow total enrollment by 3.8% from Fall 2023 to Fall 2024, resulting in ~\$1.7M in additional revenue. Spring 2025 enrollment growth stands at 7.8% compared to Spring 2024.
 - o Led the team in supporting student success initiatives, resulting in an increase in first-year retention from 70% to 73.2%.
- Academic Innovation for Growth: Established the School of Graduate, International, and Career Studies, launched an MS in Artificial Intelligence and an MBA in Cybersecurity, among others while focusing on cross-disciplinary program innovation.
- Athletic Programs Expansion for Enrollment Growth: Strategically expanded athletic programs by introducing five new sports in Fall 2024, with two additional sports to launch within the next nine months. This initiative grew the number of athletes from 478 in Fall 2023 to 609 in Fall 2024.
- Fundraising and Friendraising: Increased total fundraising by 40% in 2023-2024 compared to the previous year and established several new major donor prospects. Launched the Day of Giving in Spring 2024 raising \$257,000.
- Diversity, Equity, and Inclusion Initiatives:
 - o Achieved Hispanic Serving Institution (HSI) status.
 - o Hired the university's Chief Diversity Officer and Director of Inclusion & Belonging.
 - o Prepared Affirmative Action Plan and secured state approval.
 - o Finalizing first draft of DEI Master Plan.
- Public and Media Relations: Launched a public relations and media campaign focused on accurate and timely communication to raise the institution's profile.
- Community Engagement: Rebuilt and strengthened community engagement with regional civic institutions, Danbury city leadership, the state's elected legislative delegation, and local business and corporate organizations.
- President's Cabinet Leadership: Successfully built a new cabinet team by hiring four new Vice Presidents and a Chief Diversity Officer, fostering a positive, trusting, and collaborative culture at WestConn.
- Shared Governance: Significantly improved shared governance practices.
 - o Increased transparency and real-time communication with the university senate, faculty and staff union leaderships, and student government leadership.
 - o Shared governance score more than doubled from 3.4 in 2023 to 6.9 in October 2024 (WCSU Chapter of AAUP Survey 2024).
- Systemwide Institutional Collaboration: Leading WestConn's participation in

system-wide partnerships and academic collaboration initiatives with sister institutions, focusing on expanding collaborative program offerings and increasing enrollment through transfer initiatives.

July 2023- August 2023 **Senior Advisor to the Chancellor for System Innovation:** Connecticut State Colleges & Universities

Primary Responsibilities:

Responsible for advising the Chancellor on planning and implementing systemwide strategic initiatives to ensure the system and its institutions remain agile and responsive. The role included recommending adoption of innovative administrative policies and practices, developing financial systems that promote sustainable financial vitality across the system and its institutions, and successfully fulfilling the academic mission of the system comprising of 12 community colleges, four regional comprehensive universities, and an online college.

Major Accomplishments:

- Early Retirement Incentive Model Development: Collaborated with the system finance team to develop a financial model with various scenarios, assessing cost savings and investment requirements to design and implement an early retirement incentive scheme as a measure to mitigate budget deficits across system institutions.
- Academic Program Portfolio Assessment: Partnered with the system academic affairs team to evaluate academic program portfolios, ensuring financial viability while addressing student needs in a rapidly changing workforce and economic landscape.

2019 – 2023 **Dean, School of Graduate and Professional Studies:** Southern Connecticut State University, New Haven, CT

Primary Responsibilities:

Leadership role as the Chief Administrative Officer of the School of Graduate and Professional Studies. Responsible for dynamic strategic positioning and effective and efficient operations of the Graduate School, developing new degree and continuing education programs, establishing community and corporate partnerships, enrollment management and growth, promoting student-faculty collaborative research and scholarship, expanding global footprint and forming international partnerships, supporting institutional advancement through fundraising and friendraising, and supporting Southern's mission of community service and social justice through academic and extra- academic initiatives.

Major Accomplishments:

- Served as the Chief Administrative Officer of the School of Graduate and Professional Studies with 1970 students and over 100 graduate programs, including 4 professional doctoral degree programs
- Led the launch of the 2021-2026 SGPS Strategic Plan, *Aspire. Aim. Achieve*
- Led SGPS team in collaborating with various colleges/schools, Graduate Council, and Academic affairs, in introducing 13 new graduate degree program, 21 new Accelerated Pathway programs, and 11 new concentrations within the Master of Art in Teaching (MAT)
- Establishing several new Continuing Education (CE) programs and expanding existing CE programs to serve more clients
- Led major reorganization and restructuring of office organization,

personnel, policies, and procedures for more effective and efficient operations of SGPS

- Instituted improvements in Student Enrollment Management practices with significant improvements in admissions and enrollment statistics

- Promoted diversity and inclusivity with deliberate and intentional hiring practices to promote staff, students, and employee diversity
- Assisted university administration to successfully make a case before the CSCU administration for 25% increase in graduate student stipend as well as grant of tuition fee waivers
- Redesigned and repurposed GSGA and GRF awards with a new evaluative rubric to attract promising researcher as graduate students, thereby supporting high quality research among graduate scholars and their faculty mentors
- Developed a comprehensive, school-wide strategic fundraising and alumni development plan in collaboration with Institutional Advancement team
- Established alliances with the local community for student experiential learning engagements and serving community workforce needs

2017-2019

Dean, College of Professional Studies: Humboldt State University, Arcata, CA

Primary Responsibilities:

Leadership role as the Chief Administrative Officer of the College of Professional Studies. Responsible for strategic and academic operations planning, personnel management, faculty and staff recruitment, retention, development, and promotion, academic and financial resource management—including budget formulation and implementation and innovative revenue generation—supporting excellence in teaching, research, and sponsored grant writing, fundraising, development, and alumni relations, program development, curriculum design, review, and assessment, and program accreditation. The multidisciplinary College of Professional Studies consists of two schools (School of Business and School of Education) and six departments (Leadership Studies, Economic, Kinesiology and Recreation Administration, Psychology, Social Work, and Child Development)

Major Accomplishments:

- Served as the Chief Academic and Administrative Officer of the College of Professional Studies with over 2,750 students and 61 full-time faculty, offering 9 undergraduate degrees, 5 graduate degrees, and 4 credentials programs
- Led new program development including R.N. to B.S. degree in Nursing, Integrated Teacher Preparation Program, and Online programs in Education in collaboration with CalState Teach
- Initiated college-wide budget priorities and streamlining of processes across various departments to ensure long-term financial viability, sustainability, uniformity, and equity
- Implemented clearly defined policy guidelines for course offerings based on scheduling efficiency, optimum class size, and student success considerations
- Launched academic and extra-curricular initiatives for student success in terms of

increased graduation and retention rates, including identifying bottleneck and barrier courses and allocating additional resources to the areas of concern

- Instituted a student support system including establishing a student emergency fund, direct communication line to Dean's office, and set up a faculty-led and student supported student success team
- Collaborated with various university organizations to design, and implement strategies to meet students' basic needs including food and shelter
- Launched projects to engage alumni, donors, and the broader community stakeholders to establish mutually supportive initiatives aimed at student success and community development
- Collaborated with the College of Extended Education & Global Engagement to introduce new faculty and student exchange programs, offer new degree, certificate, and executive training programs to students from India and China

2014-2016

Division Head, Division of Business and Social Sciences: Penn State University Abington, Abington, PA

Primary Responsibilities:

Leadership role as the Chief Administrative Officer of the Division of Social Sciences and Business, responsible for strategic planning, program development, curriculum design and review, alumni relations, community outreach, academic leadership, budget formulation and execution, revenue generation, faculty development and performance review, and personnel management. The multidisciplinary division consists of (Business, Accounting, Psychological and Social Sciences, Criminal Justice, Education, Nursing, Rehabilitation and Human Services).

Major Accomplishments:

- Served as the Chief Academic and Administrative Officer of the largest of the three divisions at Penn State Abington with 1150 declared majors, 450 undecided majors, and 51 full time faculty
- Led 6 academic programs (departments) headed by 5 program (department) chairs and one program coordinator
- Established Fast Track MBA (4+1) program in collaboration with Penn State Great Valley
- Launched the B.S. in Accounting degree and B.S. in Rehabilitation and Human Services degree
- Introduced four new minors, namely, Finance, Accounting, Business Administration, and Management
- Appointed the first ever Divisional Advisory Board.
- Raised funding and organized the inaugural Abington Business Challenge with corporate sponsorship
- Served on Chancellor's Cabinet for campus strategic planning
- Conducted annual faculty performance reviews
- Managed Promotion and Tenure (P&T) process for the divisional faculty
- Introduced faculty development initiative to facilitate faculty attendance at teaching workshops, conferences, and symposiums
- Implemented new faculty performance review process for the part-time faculty in collaboration with the Abington Faculty Senate
- Initiated foundational work towards AACSB accreditation
- Expanded internship and career placement opportunities with new initiatives in collaboration with the 600,000 strong Penn State Alumni

- Built a strong faculty group by hiring 15 new tenure track and full-time faculty colleagues
- Collaborated with the Office of the Global Programs to launch new faculty and student exchange programs and study abroad courses
- Launched CPA certification completion program
- Collaborated with the University Development Office for fundraising and fundraising campaigns

2013-2014

Co-coordinator, Business Program: Penn State University-Abington, PA

Primary Responsibilities:

Leadership role with responsibility for the long-term strategic planning for the Business Program's expansion of its portfolio of majors and minors.

Major Accomplishments:

- Prepared the new degree program proposal for the B.S. degree in accounting
- Helped hiring accounting area faculty in preparation for the launch of the B.S. degree in Accounting
- Contributed to the Business Program review
- Prepared the Recommended Academic Plan for the Bachelor of Science in Accounting degree
- Initiated foundational steps for the pursuit of AACSB accreditation

2001-2002

Interim Chair, Department of Finance: Long Island University – C.W. Post, Brookville, NY (Summer and Fall Semesters)

Primary Responsibilities:

Leadership role with responsibilities for maintaining departmental standards for AACSB accreditation, faculty performance evaluation, financial management and budgeting, faculty recruitment, planning and overseeing of course scheduling, managing department administrative staff, and serving as a liaison with other departments and with the university administration.

Major Accomplishments:

- Managed department budget and operations effectively
- Supported Dean's office in planning for support and professional development of finance faculty members

KEY AREAS OF EXPERTISE

Fundraising, Friendraising, Alumni Development, Community Outreach, and Corporate Partnerships

- At Western Connecticut State University
 - o Total fundraised dollars in 2023-2024 increased by 40% compared to previous year.
 - o Launched inaugural Day of Giving campaign raising \$250,000 engaging 1600 donors.
 - o Successfully raised philanthropic funds for graduate fellowships to support the newly established *School of Graduate, International, and Career Studies*.
 - o WCSU Foundation Board's new Strategic Plan process has been launched.
 - o Several corporate partnerships being developed for student success through experiential learning programs and for meeting workforce training needs of the partner institutions.
 - o Developing collaborations with state agencies by participating in Governor's workforce development initiatives and regional sector partnerships.

- o A robust collaborative engagement mechanism is being developed with the Greater Danbury Chamber of Commerce.
 - o Multiple successful consultations have been held with the Danbury Mayor's administration to establish strong town-and-gown partnerships, including discussions for creating a task force.
- At Southern Connecticut State University
 - o Instituted the School of Graduate and Professional Studies inaugural 22-member Advisory Board
 - o Developed a comprehensive, Graduate and Professional Studies school-wide fundraising and alumni development plan in collaboration with Institutional Advancement team.
 - o Partnered with the City of New Haven's iHaven entrepreneurship program and placed students in their training programs.
 - o Established collaboration with Milford Regional Chamber of Commerce to create programs to support businesses and enhance student professional opportunities.
 - o Launched new initiatives to serve the training and skill development needs of community organizations, including local police and fire department personnel, local Chambers of Commerce, economic development agencies, and social services organizations.
- At Humboldt State University
 - o Successfully launched -in collaboration with the University Development Office- the largest fundraising campaign in Humboldt State University's history to raise \$10 million for an endowed R.N. to B.S. Nursing program. Within six months \$4 million raised successfully.
 - o In 2017-18 the College of Professional Studies faculty secured external grant awards worth ~\$4 million.
 - o Significantly expanded the School of Business Trust with grants from the local foundations for the purpose of augmenting experiential learning and internship opportunities.
 - o Instituted the first-ever Advisory Board for the College of Professional Studies.
- At Penn State University- Abington
 - o Partnered with the Penn State – Abington Development Office to help project-specific fundraising and building endowments.
 - o Organized the inaugural Abington Business Challenge, sponsored by corporate partnership.
 - o Appointed the first-ever Divisional Advisory Board composed of twenty prominent business and civic leaders from the Philadelphia metro region.

Data-driven Strategic Planning, Innovative New Program Development, and Enrollment Growth

- At Western Connecticut State University
 - o Preparation Five- year financial sustainability plan using advanced fiscal and enrollment projection methodology
 - o Successfully launched *Western Rising* our new Strategic Plan for 2024-2030.
 - o Successfully planned and launched the new School of Graduate, International and Career Studies.
 - o Focused enrollment growth strategies yielded significant enrollment gain reversing the previous eight years of negative trends.
 - Total Full Time Equivalent student enrollment is up 3.8% in Fall 2024 compared to 2023. Spring 2025 enrollment is 7.8% higher than Spring 2023.
 - New undergraduate students up by 30% year over year since Spring 2024.
 - New first-year student headcount in 2024 is up 20% versus 2023.
 - Fall 2025 applications are up 9% versus fall 2024.
 - First-year student retention rate from 2023 – 2024 is up by 3.2%.
 - o Led planning and launch several innovative new programs including the MS in Artificial Intelligence and MBA in Cybersecurity
 - o Established University Curriculum Innovation Hub to examine cross-pollination of options and minors/majors in interdisciplinary clusters.
 - o Led adoption and implementation of new Gen Ed framework.

- At Southern Connecticut State University
 - o Successfully launched our new Strategic Plan for 2021-2026, “*Aspire, Aim, Achieve*” for the School of Graduate and Professional Studies.
 - o Instituted improvements in Student Enrollment Management practices:
 - The School of Graduate and Professional Studies emerged as the largest graduate school among the four Connecticut State Colleges and Universities with a 12.7% increase in enrollments as of Fall 2022 compared to Fall 2019. The most recent growth for 2023-2024 is reported at 28%.
 - Led successful recruitment strategies yielding over 9% annual increase in the size of incoming Graduate School class over the four-year period from 2019 to 2023. Overall, those four years’ growth in the size of incoming graduate class stood at ~40%.
 - International recruitment and joint program development efforts led to a more than doubling the number of incoming international students this year.
 - o Facilitated launching of over 40 new graduate and continuing education on-campus and online programs.
- At Humboldt State University
 - o Led several initiatives for introducing new degree/certificate programs, notably an R.N. to B.S. degree in Nursing.
 - o Successfully launched the 4-year Integrated Teacher Preparation Program.
- At Penn State University- Abington
 - o Led my divisional team in curriculum design, course development, and the successful launch of two new degree programs: the Bachelor of Science in Accounting and the Bachelor of Science in Rehabilitation and Human Services Two additional degree programs in Finance and Tourism Management were initiated and have since been launched.
 - o Headed our divisional team in launching the new accelerated 4+1 MBA program in collaboration with Penn State Great Valley.
 - o Guided the marketing campaigns and organized the launch events in collaboration with the university relations, student affairs, and enrollment management teams
 - o Launched four new minors in my division and collaborated across divisions in designing and implementing an intercollegiate entrepreneurship minor at Penn State.

Financial Planning, Budgeting, and Resource Allocation for Effective, Efficient, and Financially Sustainable Enterprise

- At Western Connecticut State University
 - o Leading the finance team to ensure sustainable financial vitality through efficiency gains, revenue growth, and building up of reserves by instituting cohesive structural deficit reduction strategies.
 - FY2023-2024: Budget deficit of \$12M reduced by \$7M by securing cost efficiencies and realizing revenue enhancements. With partial system support balanced the budget.
 - Additional reserves built to bring total reserves from \$1.2M in 2023 to \$11M in 2024.
 - Projected FY25 budget deficit of \$21M converted into a surplus of \$1.7M (Mid-year estimates)
 - The FY26 budget is projected to be balanced, with an 85% reduction already secured in the \$25M deficit originally projected for FY27.
- At Southern Connecticut State University
 - o Reconfigured the SGPS budget to create additional campus employment opportunities for graduate students and reengineered the graduate student financial aid packages to make graduate education more accessible and equitable. As a result, the overall number of students supported financially increased in the last two years by 90%.
- At Humboldt State University

- o Successfully managed the budget deficit reduction of the college by ~\$450,000 in the first year and identified ~\$500,000 cost savings for the second year to eliminate ~\$1 million deficit by strategically managing program revenues and cost efficiencies.
- o As the Chief Administrative Officer of the College of Professional Studies, led a team of the Associate Dean, seven Department Chairs, Budget Director, Director of Project Development, and several staff colleagues in managing academic operations, budget, human resources, community outreach, fundraising and development, and the long-term financial vitality of the college.
- o Directed the program chairs in their coordination and planning activities for scheduling, staffing, and space allocation for courses and academic programs in the six departments within my division at Penn State
- At Penn State University- Abington
 - o Managed the divisional budget by efficiently allocating funds across faculty salaries, faculty and staff travel, computing equipment, special projects and events, and divisional teaching and research grants.

Accreditation, Program Assessment, and Curriculum Development

- At Western Connecticut State University
 - o Led the WCSU team during the Fall 2023 NECHE accreditation evaluation visit.
 - o Led establishing of assessment processes and organization mechanisms to address the commission's concerns stemming from decade-long financial, planning and assessment, and governance challenges to successfully maintain our accreditation.
 - o Currently leading preparations for the interim visit in Fall 2025.
- At Southern Connecticut State University
 - o Led the SGPS team for SCSU's New England Commission of Higher Education (NECHE) reaccreditation and co-chaired the Organization and Governance sub-committee.
- At Humboldt State University
 - o Led the Humboldt State's College of Professional Studies team in working with the Vice President of Academic Affairs for Humboldt State's Western Senior College & University Commission (WSCUC) reaccreditation affirmation.
 - o Worked with department chairs to ensure regular periodic program assessment and successfully maintain field specific accreditations for programs in Child Development, Social Work, Education, Business, Kinesiology, and Psychology.
- At Penn State University- Abington and Penn State - Great Valley
 - o Collaborated with the Associate Dean for Planning and Assessment for the successful five- year program reviews of the Business Administration and the Criminal Justice programs at Penn State Abington.
 - o Led the foundational AACSB accreditation efforts and established a faculty task force for the purpose.
 - o Collaboratively managed the Assurance of Learning (AOL) mechanisms, processes, and documentation for the AACSB re-accreditation at Penn State Great Valley School of Graduate Professional Studies.
 - o Prepared the final report documenting effective curriculum management process as part of the successful AACSB re-accreditation.

Faculty Affairs, Performance Reviews, and P&T Process

- o At Western Connecticut State University, responsible for overseeing the provost in all functional areas related to academic and faculty affairs.
- o At Humboldt, as the Chief Academic Officer of the College of Professional Studies, responsible for hiring faculty, and developing faculty professional development plans and faculty performance evaluation for retention, promotion, and tenure.

- o At Penn State- Abington, led the hiring of 15 new diverse full-time faculty colleagues to support new programs.
- o Conducted annual performance reviews and managed the promotion and tenure (P&T) process at Penn State Abington.

Research and Teaching

- Published over 40 manuscripts appearing in the leading journals in finance, marketing, and economics. Attended over 100 professional conference presentations, achieved several recognitions including the 2004 Researcher of the Year Award at the University Nevada-Reno, and currently serving on the editorial boards of two finance journals.
- Designed and delivered a wide variety of graduate, honors, and undergraduate traditional and case-based courses in all major areas of finance and managerial and financial economics. Have planned study abroad courses, taken students on educational trips abroad, and delivered courses abroad in India, Australia, and Singapore. Received the 2011 Teaching Excellence Award at Penn State -Great Valley.

Collaborative and Inclusive Shared Governance

- Elected unanimously to serve as the Vice Chair (2012), and later, as the Chair (2013) of the Faculty Senate at Penn State Great Valley. Invited by the Chancellor of Penn State Abington to apply for position of the Division Head of Social Sciences and Business. Serving as the Senate Chair and as the Division Head, I embraced the principles of shared governance based on consultation, persuasion, inclusiveness, and broad consensus and remain committed to those.

Honors and Awards

Penn State University-Great Valley, Award for Teaching Excellence (2011)

Academy of Finance, Distinguished Paper Award (2005)

University of Nevada-Reno, College of Business Researcher of the Year Award (2004)

University of Waterloo, Faculty of Arts Graduate Fellowship (1990)

The University Grants Commission-India, National Research Fellowship (1988-89)

The Department of Economics-Punjab University Graduate Scholarship (1986-87)

Membership of Beta Gamma Sigma Honor Society

Academic Research Publications and Professional Conference Presentations:

Over 40 research publications in reputed peer-reviewed academic journals in finance, management, economics, marketing, and business. Over 100 paper presentations at professional conferences and meetings. Detailed list available on request.

Grants

The Political Economics of Corporate Governance-II, with Fredrick Thompson, Hewlett Foundation Grant, Willamette University, 2008-2009.

The Political Economics of Corporate Governance-I, with Fredrick Thompson, Hewlett Foundation Grant, Willamette University, 2007.

Corporate Governance and Agency Cost of Debt: Relating Corporate Governance, Debt Covenants, and Pricing of Private Debt to Firm Value, Atkinson Graduate School of Management Faculty Research Grant, Willamette University, 2005.

Corporate Ownership Structure and Board Composition, faculty mentor of the recipient of the Undergraduate Student Research Grant, University of Nevada-Reno, 2004.

Corporate Capital Structure of MNCs, College of Business Faculty Research Grant, University of Nevada-Reno, 2004.

Operational vs. Financial Hedging: Substitutes or Complements? with Ali Nejadmalayeri, University Faculty Research Grant, University of Nevada-Reno, 2004.

The Choice and Performance Implications of Corporate Diversification Strategies, Faculty of Commerce and Economics, Small Research Grants Scheme, University of New South Wales, 1998.

A Comparative Analysis of Capital Structure Decisions of International and Product Diversified Firms, Faculty of Commerce and Economics, Small Research Grants Scheme, University of New South Wales, 1998.

Information Technology Augmentation Strategies- Assessment of Comparative Gains, Pontikes Center for Management of Information Systems, Southern Illinois University- Carbondale, 1997.

Performance Impact of Information Systems Investment: Role of Market Context and Firm Characteristics, Pontikes Center for Management of Information Systems, Southern Illinois University-Carbondale, 1996.

University Service Activities

Southern Connecticut State University

Member, President's Strategic Advisory Council responsible for crafting 2023 Strategic Plan

Member, Open Educational Resources Coordinating Council, Office of Higher Education, State of Connecticut (2019- 2022)

Member, Southern Connecticut State University's New England Commission on Higher Education (NECHE) Accreditation Subcommittee on Organization and Governance (2019-present)

Member, VP Enrollment Search Committee (2019)

Humboldt State University

Member, Committee on Faculty Retention, Tenure, and Promotion (RTP) Criteria and Standards (2017-2019)

Member, Recruitment Council of the Strategic Enrolment Management Group (2017-2019)

Penn State University: Great Valley and Abington Campuses

Member, Faculty Review Committee (2014-2016) Abington Curricular Affairs Committee (2014-2016)

Chair, Finance Faculty (Abington) Search Committee (2014) Member, Accounting Faculty (Abington) Search Committee (2014) Member, Chancellor's AD-14 Review Committee (2013-2014) Chair, Divisional Faculty Development Committee, (2012-2013)

Chair, Divisional Curriculum (AACSB) Committee, (2010-2011) Chair, Divisional Curriculum (AACSB) Committee, (2011-2012) Chair, Campus Awards Committee, (2010-11)
Member, Administrative Review Committee (2014) Member, Faculty Development Committee (2012-2013) Member, Strategic Planning Committee (2012-2013)
Member, Graduate Council Committee on Fellowships and Awards (2012-2013) Member, Strategic Planning Committee (2011-2012)
Member, Strategic Planning Committee (2010-11)
Member, Graduate Council Committee on Fellowships and Awards (2011-2012) Member, AACSB Assurance of Learning Committee (2009-10)
Member, Diversity Action Council (2009-2011)

Willamette University

Founding Member of the team that led the establishment of the “Center For Governance and Public Policy” a Center of Excellence at Willamette University.
Member, Research Committee (2007-08)
Member, Curriculum Committee (2006-07)
Member, Technology Committee (2005-06)

University of Nevada-Reno

Member, College Strategic Planning Committee (2004-05)
Member, Scholarship (AACSB) Committee (2003-04)
Member, Finance Area Recruitment Committee (2003-04)
Member, Committee on Faculty Merit Evaluation (2002-03)
Faculty Advisor, Financial Management Association (2004-05)
Faculty Liaison, Association of Finance Professionals (AFP) (2003-2005)

Long Island University-CW Post

Member, Strategic Planning Committee (2001-2002)
Member, AACSB Scholarly Activities and Service Committee (2001-2002)
Member, AACSB Outcomes and Assessment Committee (2000-2001)
Member, Departmental Personnel Committee (2000-2001)

Service to Profession and Community

Editorial Boards

Review of Financial Economics (2013-present)
Afro-Asian Journal of Finance and Accounting (2012-present)
Journal of Business Thought (2020-present)

Board Membership

Willamette University Center for Corporate Governance and Policy (2005-2007)
iHaven, Health Industry Entrepreneurship Collaborative with the city of New Haven, CT (2019-present)
Milford Chamber of Commerce – Milford, CT (2021-present)

Program Committees

Southern Finance Association Meeting (2011) Financial Management Association (2011-2012)

Paradigm, the Journal of the Institute of Management Technology (2008)

Academic Reviewer

Journal of Multinational Financial Management, Journal of International Business Studies Journal of Banking and Finance, Financial Management, and Journal of Business Thought.