

Utpal K. Goswami, Ph.D.
President
Metropolitan Community College-Maple Woods
Kansas City, Mo 64156

Executive Summary: A highly successful ethical leader who has made transformational contributions in a variety of institutions. Demonstrated record of success in enrollment management, institutional planning and budget development, program development and assessment, grants and fundraising, initiating and completing major construction projects, developing partnerships with the community focused on workforce development, improving institutional working relationships and employee morale, technology planning, faculty and staff development, institutional accreditation, statewide leadership and advocacy, and Board relations.

Summary of Relevant Experiences:

Board Related: Experienced in Board agenda development, board report calendars, preparing institutional budget, financial monitoring and audits, organizing board retreats for professional development, policy governance, developing institutional effectiveness dashboards, developing/revising board policies, redistricting, setting tuition, fees and tax levy, negotiating union contracts, litigation management and routine board action items.

Governance & Advocacy: Large urban multi-campus district experience in balancing district/college structures and processes. Helped establish multiple district allocation models. Helped establish shared/participatory governance structures at two institutions (where I was hired after votes of no confidence). Experienced in working with unions/employee associations and in resolving to contentious labor-management issues. Experienced in local and statewide advocacy resulting in successes such as successful ballot measures and revision of statewide performance measures.

Budget and Facilities: Have successfully developed and managed institutional budgets (up to \$100 million) under adverse budget environments. Successfully implemented health-care insurance strategies, cash-flow management plans, early retirement plans, OPEB funding, bond refinancing. No adverse audit findings since 2001. Successfully managed bond financed construction of four new buildings totaling 220,000 square feet.

Student Outcomes: Successfully increased retention (5% -8%) and completion (20% - 34%), utilized guided pathways principles, accelerated student progression at multiple institutions.

Enrollment Management: History of effecting increased enrollment in the range of 5%-25% at multiple institutions, successful in increasing dual/concurrent enrollment and in expanding hybrid/online enrollment. Grew MCC-Maple Woods to be the largest campus in the district.

Program Development: Developed over 30 programs (including several at baccalaureate and masters level) in response to identified workforce needs utilizing innovative funding strategies.

Resource Development: Directly involved in obtaining over \$17 million in funding through private, corporate and governmental entities.

Planning, Accreditation: Substantial experience in institutional planning (strategic plans at two institutions, technology plan, student equity plan), developing assessment and program review processes and policies. Substantial experience in resolving accreditation matters with three regional

accreditors. Experienced in providing technology leadership that includes migration to new platforms and rebuilding the network infrastructure.

Academic Qualifications: B.A. (Hons.) in Economics, Univ. of Delhi, 1977 (First Class First)
M.A. in Development Economics, Boston University, 1978
M.A. in Economics, Southern Methodist University, 1980
Ph.D. in Economics, Southern Methodist University, 1981
G.E. Seminar in Applied Developments, University of Chicago, July 1982.
Administrative Management Institute, Cornell University, July 1996
AACC Future Leaders Institute, Feb 2004.

Administrative Experience:

2013-current: President, MCC-Maple Woods, Kansas City, MO
[The five-campus Metropolitan Community College district serves more than 36,000 students annually. The Maple Woods Campus serves over 10,000 students annually.]

Selected Accomplishments:

- As Board Member of MCCA (Missouri Community College Association) maintained regular contact with legislators and engaged in legislative advocacy on behalf of community colleges. Worked with multiple stakeholders in the establishment and revision of statewide performance funding measures. Introduced the consideration of community college baccalaureate in MCCA and MDHE.
- Provided primary district leadership in developing models for schedule optimization, faculty replacement, adjunct pool development from a multi-campus perspective.
- Partnered with Northwest Missouri State University to establish their Kansas City Center at to enhance educational opportunities for students. Partnership grew to now include seamless transition of students to NWMSU baccalaureate (FastTrack Program).
- Partnered with Northland Center for Advanced Professional Studies, a consortium of school districts, educational institutions and industry, to enhance workforce preparation programs. This initiative received Missouri Innovation Designation from the Governor along with a \$450,000 grant from the State of Missouri.
- Successfully managed enrollment over three years to make MCC-Maple Woods the largest campus in the MCC district. Implemented initiatives, including Guided Pathways and CCA principles, to improve completion (increased by 20%) and increase dual enrollment (increased by 20%) and improve remedial Math acceleration (improved by 14%).
- Provided advocacy in the local community to develop support for a potential ballot initiative to annex two neighboring school district into the MCC tax levy.
- Supported the implementation of a Title III grant to improve developmental education outcomes and improving student support services.
- Improved engagement with the local community and enhanced community programming through partnerships. Started the 'College for Kids' to enhance outreach.
- Established innovative Honors Program in partnership with Univ. of Missouri-KC.
- Enhanced the college sponsored Storytelling event to reach over 16,000 individuals during storytelling week. Helped attract the national storytelling network to Kansas City.
- Enhanced faculty and staff development by creating the Summer Institutes for faculty and staff development. Supported Maple Woods faculty in taking a leadership role in learning communities and in hosting the 2015 National Learning Communities Conference.

- Enhanced outreach and diversity initiatives as part of the ‘preparing the campus to serve a diverse community’ campus goal. Created campus commission on diversity and inclusion. Achieved diversity/inclusion student satisfaction metric in the range of 95-98% at my campus.
- Provided primary leadership in the development of the MCC-Maple Woods Strategic Plan (2017-22) with especial emphasis on student outcomes, diversity, and data driven culture.
- Obtained a \$1.5 million private gift to create a student hardship/emergency fund.

2010-2013: Vice President of Instruction, College of the Redwoods, Eureka, CA

2011-12: Interim President/Superintendent, College of the Redwoods, Eureka, CA

[College of the Redwoods is a multi campus community college district with an annual enrollment of approximately 5000 FTES]

Selected Accomplishments:

As Interim President/Superintendent: Served as the interim CEO of the district reporting to a nine member board; responsible for all district operations, developing and implementing strategic plan, fiscal stability, board relations, external relations and community engagement.

- Led the institution in the development and adoption of a revised mission, vision and values statement (adopted in 2012). Guided the board in redistricting for the first time in the college’s 40 year history.
- Led the institution in developing organization, processes and practices to respond to ‘show cause’ notice for longstanding violation of accreditation standards (Commended by the ACCJC visiting team). The institution was able to meet the standards by 2014 and gain reaccreditation without sanctions.
- Implemented data driven decision making and successfully developed and implemented strategies to address 2011-12 and 2012-13 statewide budget cuts without compromising core activities. Initiated use of multi-year budget forecasts to guide institutional planning, and utilized TRAN, refunding, OPEB contributions, benefit options etc. for fiscal management.
- Provided leadership in completing ongoing construction projects (\$30 million; Administration and Student Services Building) and in the oversight of major new construction projects (\$60 million; Science Building and Humanities Building) which were completed within budget and on schedule.
- Provided leadership in developing, revising and approving a majority of Board Policies (commended by the ACCJC visiting team).
- Successfully developed and completed the 2012-17 Strategic Plan and the 2012-17 Education Master Plan through a collegial and collaborative process. Updated the five year technology plan, the five year facilities master plan and the student equity plan. Created the institution’s first staffing plan.
- Enhanced local community engagement with the college by establishing local advisory committees throughout the 6000+ square mile service area.
- Created institutional processes for managing grants and address audit findings related to grants. Successfully renewed over \$2.5 million in grants.
- Successfully filled four key administrative positions—Vice President of Administration, Dean of Career and Technical Education, Director of Institutional Research, and Director of Planning, Grants and Institutional Effectiveness.
- Worked with the faculty and staff unions to resolve the previously contentious issue of retirement and was able to offer an early retirement plan to all eligible employees in 2012-13. Resolved previous PERB complaints by the faculty union.

As Vice President: Served as the Chief Instructional Officer. Responsibility includes providing district leadership in academic affairs, technology support, institutional research, interfacing with Faculty Senate and union, providing leadership in academic governance and leading the institution's accreditation initiatives as accreditation liaison officer.

Selected Accomplishments:

- Successfully established productive and mutually respectful working relationship with faculty and staff, who have had a contentious and acrimonious relationship with the administration (including a vote of no confidence) prior to my arrival.
- Led the institution in the development and adoption of participatory governance principles. Enhanced institutional governance and adherence to institutional processes. The institution was able to adopt its first participatory governance policy in October 2011.
- Provided leadership in the development of student learning outcomes assessment, assessment plan tracking and curriculum mapping. Streamlined program review process to meet ACCJC standards. Provided leadership in the development of a home grown tool to manage assessment and program review process. Achieved 100% student learning outcomes assessment.
- As accreditation liaison officer led institutional initiatives to address accrediting commission sanction (show cause) by developing collaborative working groups and proactively positioning the institution to address all the concerns in a timely manner. Program accreditation reaffirmed in dental technology, nursing, police academy and intercollegiate athletics.
- Streamlined course scheduling to ensure degree completion at multiple locations by creating a two year schedule. Degree completions increased by 20%. Led efforts to revise curriculum on a five year cycle. This led to the revision of over 400 courses.
- Worked collaboratively with the early college program (College of the Redwoods Academy) to enhance student access and success.
- Reorganized the staffing structure to dedicate support for associate (adjunct) faculty and resources for associate faculty development.
- In the absence of a CFO, led the college efforts in the budget development process. Created a transparent budget process and successfully integrated the budget with planning.

2006-2010: Vice President and Provost, Yavapai College, AZ

[Yavapai College is a multi campus (4 campuses, 2 centers) community college district. It serves 20,000+ credit and non-credit students annually]

Serve as the Chief Instructional Officer. Responsible for providing direct leadership and oversight in the management of 4 (four) campuses and 2 (two) centers, district leadership responsibility for academic affairs, student affairs, community and K-16 partnerships, technology support, college security and intercollegiate athletics; providing monthly updates to the Board and conducting board education as necessary.

Selected Accomplishments:

- Established atmosphere of mutual trust by working with Faculty and Staff (following a vote of no confidence in earlier administration) by adopting shared governance principles, transparent process, open communication and culture of dialogue.
- Provided countywide leadership in the formation of the Joint Technical Education District (for a new CTE institute) in partnership with seven local school districts (successful tax initiative, fall 2008 ballot). The new institute opened in 2010 with 1500 students.

- Provided vision for a district-wide multi-faceted student success initiative with highly positive results: retention up 10%, graduation up 34%, enrollment up 25%, and concurrent enrollment up 50%.
- Provided leadership and support to propose the creation of the state's first 4 year regional university prototype (currently a joint project between Northern Arizona University and Yavapai College operating as NAU-Yavapai).
- Provided district-wide leadership in accreditation matters with HLC-NCA. Revised and streamlined program review and outcomes assessment to enhance focus on accountability and student learning in response to focused visit report from NCA; received unqualified HLC approval. Achieved 100% student learning outcomes reporting and review. The institution was selected as a 'Pioneer' institution for the new HLC-Pathways reaccreditation initiative.
- Areas under my supervision obtained over \$3 million in state/federal grants to expand programs in allied health and nursing, over \$4 million in grants and in-kind contributions from private sources to start occupational and lifelong learning programs. Obtained over \$1.5 million in grants to support programs for disadvantaged students.
- Streamlined district-wide scheduling resulting in annual savings of over \$200,000. Expanded online enrollment from 4% to 19% of district enrollment.
- Developed allied health programs in medical assisting, pharmacy technician, health information systems, radiologic technology. Doubled nursing program to 120 students. Developed partnerships with Yavapai Regional Medical Center, Verde Valley Medical Center, Northern Arizona Health Education Center and obtained financial and in-kind support for health science programs.
- Developed partnerships with industry (Guidance Helicopters, Freeport MacMoRan, Haas) to start technical & occupational programs to meet local industry needs (green building, mining technologies, CNC machining).
- Established a division of lifelong learning that grew to serve over 4000 individuals. The Osher Lifelong Learning program at Yavapai was the first community college program outside California to receive two \$1 million dollar endowment gifts from the Osher foundation.
- Started (in 2007) comprehensive professional development program (summer and winter institutes) for faculty and professional staff. 99% of faculty participated in these state of the art institutes covering pedagogy, instructional technology, student success factors, emerging trends. These 2-3 day institutes have become part of the institutional culture and continue to take place annually.
- Planned the acquisition of and programming for a 100,000 sq. ft. building at a substantial discount to establish a Center for Career Technical Education with six new programs.
- Provided statewide leadership on the matter of modality in articulation. Provided statewide leadership in developing academic program articulation policies.
- Successfully coordinated & supported implementation of Banner ERP. Successfully implemented remote desktop management and distributed lecture capture.
- Partnered with Arizona State University in implementing their TAG (Transfer Admissions Guarantee) program for Yavapai College students.

2001-2006: Dean of Business Administration & Instructional Operations, St. Louis Community College-Meramec, MO

Reporting directly to the President, in this unique position I was responsible for the management of an academic division of over 150 FT/PT. Responsible for the development and management of the overall campus general fund budget and other campus-wide instructional operations. By Chancellor's

appointment I was also asked to provide administrative leadership in developing comprehensive district-wide distance education policies & procedures.

Selected Accomplishments:

- Developed strategies and provided campus leadership in managing the impact of state budget cuts while keeping overall budget balance (only campus to achieve this for four consecutive years). Successfully managed \$40m+ budget.
- Worked with the district committee on Career & Technical Education to develop and implement policies and procedures for career & technical education.
- Provided leadership in curriculum development, program review, outcomes assessment, and quality improvement initiatives. Obtained \$600,000 federal earmark for real-time captioning training
- Created participatory, transparent and open budget development process. Provided leadership in integrating the planning function with the budgeting function.
- Provided leadership for the campus-wide initiative in the use of technology in the educational process. Coordinated the development of policies and procedures to manage technology related issues.
- Created innovative transfer partnerships with Southeast Missouri State University, Webster University and University of Missouri-St. Louis.

1999-2001: Chair, Department of Business Administration, Schreiner University

As department chair, I was responsible for departmental academic planning, course scheduling, outcomes assessment and faculty recruitment and scholarship for the largest department in the institution.

Selected Accomplishments:

- Developed and implemented an innovative longitudinal student outcomes assessment plan.
- Expanded student internship program. The program also began to utilize internship providers as partners in the educational process leading to more productive and meaningful learning environment.

1996-1999: Division Chair/Dean, Division of Natural & Professional Sciences,
Schreiner University

[Natural and Professional Sciences division was one of two divisions in the university]

In this dean equivalent position I was responsible for divisional curriculum planning, faculty recruitment & orientation, faculty development & evaluation, program evaluation, budgeting and budget control.

Selected Accomplishments:

- Provided leadership in planning and implementation of an innovative graduate program in education, including accreditation of the program by state agencies and SACS.
- Moved the institution to masters level by establishing graduate program in education.
- Provided leadership in the development of a new major in legal studies.
- Provided leadership in design and implementation of outcomes assessment.

1990-1993: Chair, Institutional Research, Schreiner University

In this capacity I directed the institutional research activities of the institution and helped establish the Office of Institutional research.

Accomplishments:

- Authored space allocations study that later drove the development of the campus master plan.
- Authored study on financial aid practices that subsequently led to changes in the financial aid policy of the university.

Teaching Experience:

1987-2001: Asst., Assoc., & Professor of Economics & Business Administration (tenured), Schreiner University (TX), Director of Internships.

Courses Taught: Principles of Economics, Money and Banking, Financial Markets and Instruments, Investments, Introduction to Business, Principles of Finance, Current Issues in Business, Business Policy, Marketing Research, Role and Power of Culture, The Aesthetic Experience.

1981-1985: Asst. Professor of Economics, Trinity University (TX).
[Trinity University (TX) is one of the nation's premier liberal arts universities.]

Courses Taught: Principles of Economics, Intermediate Economics, Money and Banking(Grad level), Financial Markets and Instruments (Grad level) , Law and Economics, Decision Making under Uncertainty, Econometrics, Advanced Theory.

Other:

1985-1987: Managing Partner, Southwest International S.A.

Key Committees & Assignments:

Strategic Planning Committee, 2015-

Website Revision Committee, 2015-2016

Lead, Districtwide Faculty Needs Committee, 2014-2016

District Branding and Marketing Committee, 2014-16

Officers Council, 2013-

Chair, Institutional Effectiveness Committee, 2012-13

Co-Chair, Program Review Committee, 2012-13

Co-Chair, Accreditation Oversight Committee, 2012-13

Chair, College Council, College of the Redwoods, 2011-12

Chair, Strategic Planning Committee, College of the Redwoods, 2011-12

Co-Chair, Accreditation Steering Committee, College of the Redwoods, 2010-11

Co-Chair, Program Review Committee, College of the Redwoods, 2010-11

Co-Chair, Budget Planning committee, College of the Redwoods, 2010-11

Chair, Instructional Council, Yavapai College, 2006-10

Strategic Planning Committee, Yavapai College, 2006-10

Chair, District Committee on Distance Education, St. Louis Community College, 2003-06

Chair, Planning team on Integration of Technology and Instruction, SLCC, 2004-06

District Committee on Career & Technical Education, SLCC, 2001-06

By Presidential Appointment service in an advisory capacity to the Schreiner University Office of Institutional Research (1997-2000), Student Services (1997-99) and

Vice-President for Finance & Administration (1999)
Chair, SACS self study committee on Administrative Processes, Schreiner Univ., 1996-97
Chair, Graduate Program Task Force, 1997
(Resulted in the implementation of a graduate program in education)
Chair, Faculty Affairs Committee, Schreiner University, 1994
(Led the equivalent of the Faculty Senate & the faculty through a substantial revision of the Faculty Statutes & Procedures Manual)

Community Service (Elected/Appointed offices)

Board Member, Missouri Community College Association, 2013-17
Board Member, Clay County EDC, 2015-
Member, Missouri Performance Funding Task Force, 2014-16
Advisory Board, Assistance League of Kansas City, 2014-
Board Member, Northland Chamber of Commerce, 2013-
Member, Angel Investors Initiative, Clay County EDC, 2013-
Board Member, Eureka Chamber of Commerce, 2012-13
Board Member, United Way of Wine County-Humboldt, 2011-13
Steering Committee, Decade of Difference, Humboldt County, 2010-13
Board President, Yavapai County Technology Consortium, 2009-10
President, Arizona Association of Academic Administrators, 2009-10
Steering Committee, West Yavapai JTED, 2006-2009
Board Member, Des Peres Hospital, 2006
Board Member, Academy of Information Technology, St. Louis, 2002-06
Member, Southwest School Business Partnership, St. Louis, 2001-05
Steering Committee, Clyde Miller Career Academy, 2002-05
Board Member, (1997-2000, 2001) Hill County Chapter of American Red Cross; Interim Treasurer 1998;
Chair, Finance Committee 1999

Scholarship:

Managing Editor, Liberal Arts Review, 1997-98
Reviewer for the Mid-South Academy of Economics & Finance (1995)
Served as session chair and/or discussant, presented papers in numerous regional and National conferences, including AACC, League of Innovations and Educause
Contribution to the literature (research papers) can be broadly classified into three areas:
A. Labor saving technical progress may not be labor saving after all;
B. Financial portfolios are invariant to margin requirements;
C. Application of any symmetric distribution (instead of a normal distribution) to analyze the effects of uncertainty.

National/state presentations in higher education includes 'Going to the Next Dimension', 'Breaking the Mold: An Innovative Approach to Faculty Loading', 'Closing the Loop on Assessment: Perspectives from Multiple States', 'Using Program Review to Ensure Program and Institutional Effectiveness', 'Making Academic Achievement Possible Through Class Capture', 'Primer on Strategic Plans', 'Structural Considerations for Innovation', 'Learning Communities 101'. 'Math Pathways for Student Success'.