

**Kamal Shahrabi, Ph.D.**

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April 24, 2026

**Dear Members of the Search Committee:**

I am pleased to submit my application for the position of President of McNeese State University. McNeese seeks a dynamic, student-centered, visionary, and transparent leader who can advance academic excellence, stabilize and grow enrollment, strengthen student success, expand applied research, deepen workforce and industry partnerships, support faculty and staff, ensure financial sustainability, elevate athletics and student life, and serve as a visible ambassador for Lake Charles and Southwest Louisiana. That combination of responsibilities closely matches the work I have done throughout my career as a university president, provost-level chief academic officer, dean, department chair, faculty member, accreditation leader, and institutional strategist.

McNeese's mission - delivering a life-changing higher education experience with excellence and a personal touch - strongly aligns with my leadership philosophy. I have led public, regional, applied-technology, access-oriented, multi-campus, and international institutions where students need education that is rigorous, practical, affordable, career-relevant, and connected to real opportunity. I also appreciate McNeese's ambition to be the premier regional university in Louisiana and Southeast Texas, recognized for excellence in academic programs, scholarship, student success, and impactful community engagement. My leadership style is student-centric, adaptable, collaborative, transparent, accountable, and focused on access - the same values McNeese identifies as central to its future.

Most recently, I served as President of RIT Kosovo, the European campus of Rochester Institute of Technology, where I also served as Dean of Faculty and chief academic officer. I was responsible for academic affairs, enrollment, finance, advancement, student affairs, accreditation, institutional effectiveness, government relations, external partnerships, research development, and long-term strategy. When I assumed leadership, the institution faced enrollment and financial challenges and was relying on reserves for operations. Through disciplined planning, transparent leadership, and collaborative execution, we reversed that trajectory: enrollment increased by 65%, first-to-second-year retention rose from 78% to more than 90%, the four-year graduation rate reached 87%, graduate employment exceeded 95%, operating revenues increased by more than 40%, institutional reserves quadrupled, and more than \$6 million in competitive grants and external support was secured.

These results were not accidental. I led a comprehensive strategic planning process that engaged faculty, staff, students, alumni, trustees, external partners, and public officials. The plan became the operating framework for enrollment recovery, student success, program development, faculty hiring, fundraising, facilities modernization, research expansion, and workforce partnerships. Because the university community understood the goals and owned the work, we achieved the plan ahead of schedule. I then led a five-year vision focused on academic innovation, inclusive excellence, facilities renewal, research growth, and workforce alignment. This is the disciplined and measurable approach I would bring to McNeese's 2024-2029 strategic priorities: stabilizing enrollment, strengthening retention and graduation, expanding experiential learning, improving communication and collaboration, and increasing support for faculty and staff.

I bring direct experience leading academic transformation across changing institutions. At RIT Kosovo, I launched and expanded programs in Applied Arts and Sciences, Computing and Information Technologies, Computer Engineering Technology, Electrical Engineering Technology, and Data Analytics; integrated cooperative education into all programs; revised general education to connect

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liberal arts, civic engagement, communication, and career readiness; strengthened international collaborations; secured Erasmus+ support for mobility and academic innovation; and advanced joint-degree and exchange opportunities. I also led the planning and launch of RIT Tirana, expanding access to American-accredited education in Albania. These experiences demonstrate my ability to move institutions from vision to execution while protecting academic quality, accreditation standards, and mission.

My earlier public university leadership provides a strong match for McNeese's academic profile and future opportunities. At Kean University, I served during a major institutional evolution from college to university status and later doctoral-degree authority. I provided leadership in revising the college General Education curriculum, developing and modernizing applied technology programs, serving on major university committees, and aligning academic programs with the needs of students, employers, and the state. At Farmingdale State College, I led the School of Engineering Technology during its transition toward graduate education, helped secure the change to master's-degree-granting status, and developed Farmingdale's first master's degree, the M.S. in Technology Management. In both cases, the work required academic vision, governance discipline, accreditation readiness, faculty engagement, and the ability to translate institutional ambition into approved programs and measurable results.

As President, I would bring a strong record in student success and access. At RIT Kosovo, I established a One-Stop Student Services Center, expanded student support structures, revised student governance, strengthened experiential learning, and created pathways for students from diverse backgrounds. At Farmingdale, enrollment in the School of Engineering Technology grew from approximately 800 to more than 1,500 students, and retention improved from 68% to 87% under my leadership. At Kean and Farmingdale, I built transfer pathways with community colleges and supported high-school-to-university and STEM pipeline programs. These experiences align directly with McNeese's goals to improve recruitment, retention, graduation rates, affordability, equity, career readiness, and job-placement tracking.

McNeese has important momentum in applied research, especially in energy, engineering, STEM education, health, behavioral sciences, and the National Center of Excellence for LNG Safety. My background is strongly aligned with that opportunity. At Farmingdale, I secured and managed more than \$19 million in external funding for research, workforce development, infrastructure, laboratories, and academic innovation. I established the Renewable Energy and Sustainability Center and led the creation of living laboratories, including a solar carport with electric vehicle charging stations, a small wind installation, a zero-energy demonstration house, biomass research facilities, and a green building institute. I also developed research collaborations for faculty and students with Brookhaven National Laboratory and Stony Brook University, including biomass-related research and smart grid initiatives. These collaborations strengthened faculty scholarship, student experiential learning, external visibility, and regional economic impact. At McNeese, I would work with faculty and partners to expand applied research, grants, industry collaboration, and student research opportunities connected to Southwest Louisiana's energy, environmental, engineering, LNG, health, and workforce priorities.

At RIT Kosovo, I also helped move the institution from a primarily teaching-centered model toward a more research-active academic culture aligned with RIT's broader research ambitions. I established the Research and Development Laboratory to support faculty and student work in AI, cybersecurity, data analytics, and health informatics; founded the Human Rights Center and the Fred Cuny Peace and Conflict Center; launched the Journal of Peace, Conflict, and Security Studies; hosted Kosovo's first national AI conference in collaboration with the Special Competitive Studies Project; and supported AI training for public agencies and the Kosovo Security Force. These initiatives expanded faculty scholarship, student research, external partnerships, public service, and institutional visibility - the same kind of applied, mission-connected research culture I would champion at McNeese.

My record in workforce and economic development also fits McNeese's regional mission. At Farmingdale, I developed workforce training programs with major employers, including a SUNY-wide initiative with National Grid, and collaborated across academic schools to develop joint degree programs and applied learning opportunities. At Kean, I managed a major state challenge grant in advanced manufacturing, revised academic programs, strengthened enrollment, built partnerships with General Motors, Ford, Verizon, and public-sector agencies, and created articulation agreements with community colleges to support seamless transfer. At RIT Kosovo, I expanded professional training in AI, cybersecurity, data analytics, leadership, information technology, programming, project management, and applied professional skills for government, public-sector, industry, and adult learners. McNeese's opportunity to deepen partnerships with energy, LNG, engineering, health care, education, civic organizations, and regional employers is a natural extension of the work I have done for decades.

Financial sustainability and resource development have been central to my leadership. McNeese's FY26 operating budget, its reliance on self-generated tuition and fee revenue, its endowment strength, and its need to protect the academic core while investing in people and programs require a president who understands both disciplined stewardship and entrepreneurial growth. I have managed institutional and academic budgets, aligned resources with strategic priorities, eliminated deficit spending, strengthened reserves, and secured more than \$30 million in federal, state, private, donor, and international support for scholarships, laboratories, academic facilities, research, workforce initiatives, and student success. At McNeese, I would approach financial stewardship with the same discipline: grow enrollment, pursue grants and philanthropy, strengthen industry partnerships, support advancement, invest in faculty and staff development, and align every major investment with mission, student outcomes, and long-term institutional vitality.

I also understand that McNeese athletics is not a side issue; it is part of the university's identity, student life, alumni engagement, community pride, and visibility across Louisiana and the Southland Conference. McNeese's 398 student-athletes, 15 NCAA Division I sports, strong academic honors, community service record, conference championships, and high attendance demonstrate that athletics is a major public expression of the university's spirit. I have not served as an athletic director, and I would not pretend otherwise. However, throughout my career, I have worked with student affairs leaders, directors, coaches, and campus professionals who support mission-critical student life programs. My approach to athletics at McNeese would be clear: support the Athletic Director and coaches, respect their expertise, prioritize student-athlete academic success and well-being, promote accountability and integrity, ensure athletics is integrated with enrollment, advancement, alumni relations, community engagement, and campus life, and celebrate the Cowboys and Cowgirls as a powerful source of school spirit and regional pride.

Shared governance, faculty excellence, staff support, and labor relations are also central to successful presidential leadership. I spent 31 years in unionized institutions at Kean University and Farmingdale State College, serving both as a faculty member within the union environment and as an administrator working constructively with union leadership. At Kean, the faculty union appointed me to some of the institution's most important committees, including promotion and tenure, to represent faculty interests and uphold academic standards. I later carried that understanding into administrative leadership, where I learned that strong labor relations require respect, transparency, consistency, and careful attention to policy, contracts, and people. That experience would help me support faculty and staff trust at McNeese while still making timely decisions and remaining accountable for results.

I have experienced shared governance from every angle: faculty member, faculty senate member, faculty senate executive committee member, union participant, department chair, dean, provost-level academic leader, and president. At Kean University, Farmingdale State College, and RIT Kosovo, I

worked closely with faculty leadership, department chairs, deans, trustees, students, and administrative teams on curriculum reform, accreditation, budget planning, faculty recruitment, promotion and tenure, faculty development, program review, and student success. I believe shared governance is not a barrier to action; it is how a university makes better decisions and achieves stronger implementation. A president must listen carefully, communicate transparently, make timely decisions, and remain accountable for results.

My work has required visible external leadership and public advocacy. I have represented institutions to governing boards, ministries of education, prime minister's offices, defense agencies, municipalities, industry leaders, donors, accreditors, international partners, and public-sector organizations. I also understand system-level leadership. RIT is a global multi-campus university, Farmingdale is part of the 64-campus State University of New York system, and Kean operates in a complex public university environment with multiple campuses and extensive state, regional, and union relationships. I understand that the President of McNeese must be an active ambassador - visible in Lake Charles and Southwest Louisiana, credible with the University of Louisiana System, effective with elected officials, trusted by donors and alumni, and deeply connected to students, faculty, staff, athletics, employers, and community stakeholders.

I would also bring a sincere respect for regional identity and civic impact. McNeese's value to Southwest Louisiana is not limited to degrees awarded; it is reflected in workforce pipelines, public service, health and education partnerships, cultural life, athletics, alumni loyalty, and graduates who remain in the region and strengthen its future. A president must understand and celebrate that relationship. My career has been built around institutions that serve their communities directly, and I would work to ensure that McNeese is seen across Louisiana and Southeast Texas as a trusted partner, a driver of opportunity, and a university that combines personal attention with practical excellence.

If selected as President, my first priorities would be to listen, learn, and build trust. I would engage the Board, system leadership, faculty, staff, students, alumni, athletics leadership, local and regional employers, elected officials, donors, and community partners to understand McNeese's strengths, challenges, aspirations, and immediate opportunities. I would focus on student success, enrollment stabilization, academic quality, faculty and staff support, applied research, workforce alignment, financial sustainability, athletics and student life, campus culture, regional advocacy, and improved internal and external communication. I would also work to strengthen McNeese's visibility as a premier regional university in Louisiana and Southeast Texas - a university known for personal attention, meaningful research, community engagement, and graduates who contribute to the region.

McNeese State University is positioned for continued impact. It has a proud public mission, a strong regional identity, a growing research agenda, a distinctive role in energy and workforce development, a vibrant athletics tradition, a clear strategic plan, and values that match the way I lead. I would bring to McNeese the perspective of a president, the academic depth of a provost and dean, the faculty understanding of a long-serving professor, the discipline of an accreditation leader, the credibility of a leader who has worked successfully in unionized and system-level environments, and the execution record of someone who has improved enrollment, retention, graduation, employment, finances, facilities, research, partnerships, student support, and academic programs across complex institutions. I would be honored to discuss how my experience, values, and leadership can support McNeese's mission and its continued service to Lake Charles, Southwest Louisiana, and the State of Louisiana.

Sincerely yours,  
**Kamal Shahrabi, Ph.D.**

# **Kamal Shahrabi, Ph.D.**

**Candidate for President, McNeese State University | University President | Public Regional University Leader | Workforce & Applied Research Executive**

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## **EXECUTIVE PROFILE**

This curriculum vitae is tailored for the McNeese State University presidential search. It foregrounds executive leadership, student success, enrollment growth, academic quality, applied research, workforce partnerships, regional engagement, financial stewardship, advancement, athletics and student life support, shared governance, labor relations, faculty/staff support, and institutional transformation relevant to McNeese, Lake Charles, Southwest Louisiana, and the University of Louisiana System.

## **EDUCATION**

- Ph.D. in Electrical Engineering, City University of New York, New York, NY | February 1993 | Specialization: Communication Engineering and Digital Signal Processing
- Master of Philosophy in Electrical Engineering, City University of New York, New York, NY | February 1993
- Master of Engineering in Electrical Engineering, City University of New York, New York, NY | May 1985 | Specialization: Communication Engineering
- Bachelor of Science in Electrical Engineering, New Jersey Institute of Technology, Newark, NJ | May 1983 | Specialization: Computer & Control Systems
- National Association of Industrial Technology Certified Senior Management Technologist | 2005

## **PROFESSIONAL SUMMARY**

Senior higher education executive and engineering scholar with more than 30 years of progressive leadership experience across public universities, community colleges, applied-technology institutions, international campuses, and multi-campus systems. Served as University President, Provost-level Chief Academic Officer, Dean, Department Chair, faculty member, accreditation leader, and institutional strategist.

Proven record leading enrollment growth, student success, academic quality, faculty development, shared governance, accreditation, program development, institutional planning, financial turnaround, grant development, applied research, facilities modernization, workforce partnerships, community engagement, student affairs, and institutional transformation.

Strong match for McNeese State University as a student-centered regional university with commitments to Southwest Louisiana, applied learning, academic excellence, energy and STEM-related research, workforce development, financial sustainability, athletics, student life, community engagement, transparent leadership, and respect for regional identity.

Secured more than \$30 million in federal, state, private, donor, and international support for research, scholarships, workforce initiatives, laboratories, academic facilities, student success, and facilities renewal. Since July 2025, has served as a higher education consultant assisting

institutions with transformation, accreditation, reorganization, strategic planning, institutional effectiveness, and academic quality assurance.

## **PRESIDENTIAL FIT FOR MCNEESE STATE UNIVERSITY**

This section highlights the most direct evidence that my record aligns with McNeese's need for a president who can advance student success, applied research, workforce partnerships, financial sustainability, athletics, student life, and regional impact.

- **Student Success and Enrollment:** Increased enrollment by 65% at RIT Kosovo; raised first-to-second-year retention from 78% to more than 90%; achieved an 87% four-year graduation rate and 95%+ graduate employment. At Farmingdale State College, enrollment in the School of Engineering Technology grew from approximately 800 to more than 1,500 students, and retention improved from 68% to 87%.
- **Public Regional Mission:** Led public and access-oriented institutions serving first-generation, transfer, adult, diverse, international, and career-focused learners through rigorous, practical, affordable, hands-on, and workforce-connected education.
- **Applied Research with Regional Impact:** Built research and innovation capacity in renewable energy, smart grid, sustainability, biomass, cybersecurity, AI, data analytics, health informatics, transportation security, engineering technology, and STEM education - directly aligned with McNeese priorities in energy, engineering, LNG safety, health, workforce development, and regional innovation.
- **Brookhaven Lab and Stony Brook Collaboration:** Established strategic research collaborations with Brookhaven National Laboratory and Stony Brook University for faculty and students at Farmingdale, including biomass-related research and smart grid initiatives that advanced faculty scholarship, student research, external visibility, and regional economic development.
- **Financial Stewardship and Resource Development:** Increased operating revenues, eliminated deficit spending, quadrupled reserves, secured more than \$30 million in external support, and led multi-million-dollar facility and laboratory modernization.
- **Workforce and Industry Partnerships:** Developed collaborations with National Grid, Verizon, General Motors, Ford, LIPA, Brookhaven National Laboratory, Stony Brook University, ministries of education, defense partners, municipalities, community colleges, and workforce organizations.
- **Athletics, Student Life, and Campus Identity:** Brings executive-level student affairs experience and a clear commitment to supporting athletics as part of institutional mission, student experience, alumni connection, community pride, enrollment visibility, fundraising, and campus life. Experienced working with directors, coaches, student leaders, and campus professionals to support mission-critical student engagement.
- **Shared Governance and Campus Trust:** Experienced shared governance from multiple perspectives: faculty member, faculty senate leader, union member, faculty representative, department chair, dean, provost-level chief academic officer, and president. Led through transparent, collaborative, accountable, and data-informed decision making.

## ALIGNMENT WITH MCNEESE STRATEGIC PLAN, VALUES, AND UNIVERSITY NEEDS

McNeese's strategic direction emphasizes enrollment stabilization, a thriving learning community, collaboration and communication, and stronger support for faculty and staff. My leadership record maps directly to these priorities through measurable gains in enrollment, retention, graduation, workforce alignment, shared governance, financial stewardship, and external engagement.

- **Goal 1 - Stabilize Enrollment:** Direct record of increasing enrollment, improving retention, strengthening graduation outcomes, integrating career readiness, and building job-placement pathways through co-op, internships, advising, one-stop student services, and employer partnerships.
- **Goal 2 - Create a Thriving Learning Community:** Led experiential learning, applied projects, living laboratories, faculty/student research, student governance reform, student services expansion, student clubs, and support systems that reinforce student achievement and belonging.
- **Goal 3 - Enhance Collaboration and Communication:** Built transparent planning processes, cross-school degree collaborations, employer partnerships, government and industry relationships, advisory boards, international MOUs, and communication practices that connect budgets, priorities, and outcomes.
- **Goal 4 - Expand Support for Faculty and Staff:** Led faculty recruitment, professional development, promotion and tenure processes, workload planning, mentoring, shared governance, labor relations, and faculty/staff engagement in unionized and international environments.
- **McNeese Values:** Leadership record reflects student-centric decision-making, adaptability during institutional change, collaboration across governance bodies and external partners, transparency in planning and budgeting, accountability for measurable results, and access-oriented service to diverse learners.

## EXECUTIVE LEADERSHIP COMPETENCIES

The competencies below summarize the executive capacities I would bring to the presidency, with emphasis on the full institutional scope identified in the McNeese leadership profile: academic leadership, financial sustainability, external advocacy, student success, faculty support, athletics and student life, and regional partnership building.

- **Presidential Leadership:** Board relations, institutional strategy, financial sustainability, external advocacy, advancement, government relations, enrollment, student affairs, academic affairs, research, accreditation, and campus culture.
- **Academic Excellence and Innovation:** Undergraduate, graduate, associate, certificate, and workforce-aligned program development; General Education revision; curriculum quality; assessment; program review; online and hybrid learning.
- **Student Success and Access:** Advising, retention, progression, graduation, career outcomes, experiential learning, cooperative education, student services, transfer pathways, high-school-to-college pathways, and support for first-generation, adult, transfer, and underserved students.

- **Faculty and Staff Support:** Faculty recruitment, evaluation, promotion and tenure, professional development, workload planning, shared governance, faculty engagement, union collaboration, and succession planning.
- **Research and Applied Scholarship:** Sponsored projects, laboratories, interdisciplinary collaboration, faculty/student research, national laboratory partnerships, industry-connected research, technology transfer, and applied innovation.
- **Financial Stewardship:** Budget planning, resource allocation, reserve building, revenue development, grants, donor funding, capital projects, facilities modernization, and long-term sustainability.
- **Regional Economic and Workforce Development:** Employer partnerships, customized training, stackable credentials, non-credit and credit pathways, internships, co-op, transfer pipelines, incumbent-worker upskilling, and public/private collaboration.
- **Athletics and Student Life Support:** Executive oversight of student affairs, campus security, Title IX-related responsibilities, student conduct, student government, co-curricular engagement, and mission-focused support for directors and coaches.
- **External Engagement and Advocacy:** Representing institutions to boards, system leaders, elected officials, government ministries, donors, alumni, business leaders, community stakeholders, accreditors, and international partners.

## LEADERSHIP EXPERIENCE

The following roles demonstrate progressive responsibility across president, provost-level chief academic officer, dean, center director, department chair, faculty, and consultant positions in public, unionized, multi-campus, applied-technology, and international higher education environments.

### **Senior Higher Education Consultant | Institutional Transformation, Accreditation, Strategic Planning, and Reorganization | July 2025 - Present**

Provide senior-level consulting support to higher education institutions and related organizations on institutional transformation, accreditation readiness, strategic planning, academic quality assurance, governance, reorganization, and continuous improvement. Advise leaders on aligning academic programs, administrative structures, workforce needs, accreditation expectations, and long-term sustainability while strengthening institutional effectiveness, accountability, and mission alignment.

- Advise institutions and related agencies on transformation, modernization, reorganization, strategic planning, accreditation readiness, academic quality assurance, governance improvement, and continuous improvement.
- Support accreditation preparation, self-study development, compliance review, institutional effectiveness, program review, outcomes assessment, and quality assurance frameworks.
- Assist academic and administrative units with mission alignment, efficiency, accountability, workforce alignment, and long-term sustainability.
- Work with leaders, faculty, staff, and external stakeholders to strengthen institutional capacity and implementation planning.

## **President, RIT Kosovo (A.U.K), Rochester Institute of Technology Global Campus | May 2019 - June 2025**

Chief executive officer of RIT Kosovo, part of RIT's global university network, reporting to the Board of Trustees and working with RIT senior leadership. Responsible for institutional strategy, academic excellence, enrollment, finance, advancement, research, student affairs, accreditation, government relations, workforce partnerships, international expansion, and technology-enabled academic innovation.

- Increased enrollment by more than 65%; improved first-to-second-year retention from 78% to more than 90%; achieved 87% four-year graduation rates and 95%+ graduate employment.
- Stabilized institutional finances, increased operating revenues by more than 40%, eliminated deficit spending and reliance on reserves for operations, and quadrupled institutional reserves.
- Secured more than \$6 million in external funding, including more than \$1.2 million for academic building renovation, \$1 million seed funding for a new multipurpose academic facility, major STEM laboratory support, and scholarship funding for underrepresented students.
- Led comprehensive three-year and five-year strategic and academic plans connecting program development, enrollment, retention, fundraising, facilities, research, student services, faculty hiring, inclusive excellence, and workforce partnerships to measurable priorities.
- Launched and expanded programs in Computer Engineering Technology, Computing and Information Technologies, Electrical Engineering Technology, Applied Arts and Sciences, and a Master's in Data Analytics to address regional workforce needs.
- Integrated cooperative education as a graduation requirement across all programs, strengthening hands-on learning, career readiness, employer engagement, and graduate placement.
- Integrated liberal arts, civic engagement, communication, and career readiness into STEM-focused degree programs, an approach valued by regional employers and aligned with broad-based student development.
- Established a One-Stop Student Services Center to improve advising, registration, financial aid, academic support, career services, and the student experience.
- Expanded student support services, revised student governance structures, strengthened experiential learning, and supported student clubs, engagement, accountability, and student-centered policy clarity.
- Oversaw student affairs responsibilities, including Title IV-related matters, Title IX-related responsibilities, campus security, student conduct, student governance, student support, and co-curricular engagement.
- Founded the Research & Development Laboratory supporting faculty and student research in AI, cybersecurity, data analytics, and health informatics.
- Transformed RIT Kosovo from a primarily teaching-centered institution toward a more research-active academic enterprise aligned with RIT's broader strategic plan and long-term research ambitions.

- Established the Human Rights Center, the Fred Cuny Peace and Conflict Center, and the Journal of Peace, Conflict, and Security Studies, strengthening scholarship, dialogue, diversity, and institutional visibility.
- Organized Kosovo's first National AI Conference with the Special Competitive Studies Project and the country's first Civil-Military Conference with the Kosovo Security Force.
- Offered AI and emerging-technology training for the public, government agencies, civil servants, and the Kosovo Security Force, strengthening workforce readiness and institutional public service.
- Proposed and advanced a National Cybersecurity Center endorsed by the Prime Minister of Kosovo.
- Led planning, accreditation, and launch preparation for RIT Tirana, the only institution in Albania authorized to award American-accredited degrees; secured 100 full scholarships for the inaugural cohort.
- Strengthened international collaborations, faculty and student exchanges, Erasmus+ grants, and joint degree discussions with RIT Dubai and international partners.
- Negotiated international MOUs with universities in India, China, the Dominican Republic, and Chile.
- Worked closely with the Kosovo Minister of Education, Prime Minister's office, Ministry of Defense, municipalities, private-sector partners, and international organizations on higher education strategy, workforce readiness, internships, applied learning, and institutional modernization.
- Led the COVID-19 emergency transition to fully online learning, ensuring uninterrupted academic delivery, student support, faculty adaptation, and continuity of operations.
- Represented the institution to trustees, RIT leadership, government ministries, prime minister offices, municipalities, donors, accreditors, industry partners, alumni, and international organizations.

### **Dean of Faculty / Provost-Level Chief Academic Officer, RIT Kosovo | August 2018 - January 2024**

Served as the chief academic officer for RIT Kosovo, providing executive leadership for academic affairs, faculty affairs, curriculum development, accreditation, assessment, academic budgeting, institutional effectiveness, and student success. Led undergraduate and graduate program development, faculty recruitment and evaluation, academic policy, shared governance, and quality assurance while aligning academic priorities with RIT system expectations, workforce needs, and the institution's strategic plan.

- Served as chief academic officer for the full academic enterprise, including undergraduate and graduate programs, faculty affairs, academic budgeting, assessment, institutional effectiveness, accreditation, enrollment strategy, and student success initiatives.
- Led faculty recruitment, promotion, evaluation, professional development, workload planning, mentoring, and succession planning within a shared-governance environment.
- Directed curriculum development, program review, academic innovation, General Education revision, and academic policy alignment with workforce demand, accreditation standards, and RIT system expectations.

- Led institutional and programmatic accreditation processes with U.S., Kosovo, and European quality-assurance frameworks.
- Directed academic assessment and outcomes-based evaluation to support continuous improvement, curricular alignment, student learning outcomes, and accreditation compliance.
- Oversaw academic budgeting and multi-year planning, aligning faculty hiring, facilities development, laboratories, and capital investments with strategic priorities.

**Dean, School of Engineering Technology, Farmingdale State College (SUNY) | July 2007 - January 2017**

Chief academic and administrative officer for one of Farmingdale State College's largest applied STEM schools, with responsibility for faculty, academic programs, budgets, facilities, research initiatives, workforce partnerships, capital projects, accreditation, and collaboration within SUNY, one of the largest public higher education systems in the United States.

- Increased enrollment from approximately 800 to more than 1,500 students and improved retention from 68% to 87%.
- Led Farmingdale's elevation to master's-degree-granting authority and launched the institution's first graduate degree, the M.S. in Technology Management.
- Developed and advanced programs in telecommunications, software technology, computer security, energy and sustainability, civil engineering technology, airport security, avionics electronics, and joint engineering pathways.
- Secured and managed more than \$19 million in external funding for research, workforce development, infrastructure, laboratories, academic innovation, and student success.
- Major grants included the \$8.8 million DOE Smart Grid Grant with Stony Brook University and LIPA, \$6.6 million SUNY 2020 Infrastructure and Transportation Security Center grant, \$675,000 biomass technology grant, \$375,000 Green Building Institute grant, and multiple SUNY High Need and STEM pipeline grants.
- Established the Renewable Energy and Sustainability Center and provided executive leadership for renewable energy, sustainability, applied research, workforce development, technology transfer, and community engagement.
- Built living laboratories including solar carports with EV charging, a small wind farm, a zero-energy demonstration house, biomass research facilities, and green building demonstration projects.
- Established strategic research collaborations with Stony Brook University and Brookhaven National Laboratory, expanding faculty and student applied research, including smart grid and biomass-related initiatives, and helping position future engineering degree authorization.
- Collaborated with the Schools of Health Sciences, Business, and Arts and Sciences on joint degree programs, applied learning opportunities, interdisciplinary initiatives, and broader institutional academic growth.
- Developed workforce training and employer partnerships, including a SUNY-wide and regional initiative with National Grid and collaborations with utilities, government agencies, and industry partners.

- Built high-school-to-college STEM pipelines through STEP/CSTEP and related initiatives supporting middle school, high school, and undergraduate students in STEM and licensed professions.
- Led multiple ABET and ATMAE reaccreditation cycles for engineering and technology programs and supported Middle States institutional reaccreditation.
- Oversaw major capital renovations and modernization of instructional and research laboratories.
- Provided leadership for faculty recruitment, tenure, promotion, evaluation, professional development, union-contract implementation, academic budgeting, facilities planning, and shared governance.
- Worked in a unionized public university environment as both faculty member and administrator, collaborating with union leadership, faculty committees, and institutional leaders to advance academic quality and faculty engagement.

**Executive Director, Renewable Energy and Sustainability Center, Farmingdale State College | January 2014 - January 2017**

Provided executive leadership for a multidisciplinary center focused on renewable energy, sustainability, applied research, workforce development, and technology transfer. Led externally funded projects in smart grid, solar energy, wind energy, biomass, energy efficiency, and sustainable infrastructure while expanding faculty and student research, industry partnerships, living laboratories, and hands-on learning opportunities aligned with regional workforce and economic development needs.

- Led a multidisciplinary center advancing renewable energy, smart grid, energy efficiency, sustainable infrastructure, applied research, workforce development, and technology transfer.
- Secured and managed external funding to support laboratories, faculty research, student workforce pathways, and demonstration projects.
- Built partnerships with utilities, government agencies, national laboratories, and industry to support applied research and workforce pipelines.
- Integrated sustainability and renewable energy into academic programs, certificates, professional development, student projects, internships, and experiential learning.
- Represented the center to policymakers, external stakeholders, industry partners, and the community, strengthening institutional visibility and regional impact.

**Department Chair, Department of Technology, Kean University | September 1998 - June 2007**

Academic and administrative leader during Kean's transformation from a state college to a comprehensive university with expanded degree authority, including doctoral-degree capacity. Served in a long-standing unionized public institution as faculty member, union participant, committee representative, department leader, and administrator.

- Played a leadership role in Kean's academic transformation from college to university status and in the institutional advancement needed to support expanded graduate and doctoral-degree authority.

- Led and contributed to revision of the college General Education curriculum, strengthening academic quality, breadth, outcomes, and alignment with institutional goals.
- Developed and revised multiple undergraduate programs in engineering, electronics, telecommunications, information technology, manufacturing, and applied technology.
- Managed an approximately \$4 million state challenge grant in advanced manufacturing and built workforce partnerships with General Motors, Ford, Verizon, and public-sector agencies.
- Built articulation agreements with most New Jersey community colleges, creating seamless transfer pathways and improving access for community college students.
- Served six years on the Faculty Senate and Faculty Senate Executive Committee; chaired and served on major university-wide committees.
- Appointed by the faculty union to serve on key committees, including promotion and tenure-related committees, representing faculty interests and strengthening shared governance.
- Served on major committees addressing curriculum, faculty development, academic standards, promotion and tenure, governance, strategic planning, and institutional change.
- Worked as both faculty union member and administrator in a unionized environment, building productive labor-management relationships while advancing academic standards and student success.
- Built STEM pipeline programs through STEP and CSTEP, supporting middle school, high school, and undergraduate students in STEM and licensed professions.
- Strengthened enrollment, faculty engagement, student pathways, applied learning, workforce alignment, and program quality during a period of institutional expansion.

## **FACULTY AND EARLY CAREER ROLES**

These roles provide the foundation for my executive leadership: classroom teaching, community college service, CUNY/SUNY and public higher education experience, technical workforce education, faculty governance, and direct engagement with students, faculty, industry partners, and accrediting expectations.

- Professor, Department of Electrical and Computer Engineering Technology, Farmingdale State College | January 2017 - August 2018.
- Professor / Assistant Chair / Faculty Member, Department of Technology, Kean University | 1987 - 2007.
- Dean/Consultant, College of Engineering and Computer Science, Warren National University | 2006 - 2007 | Supported Higher Learning Commission accreditation-related work, program review, documentation, quality-assurance preparation, and compliance activities.
- Instructor, Electronic Technology, Ocean County College | 1985 - 1987.
- Adjunct Assistant Professor, Bronx Community College | 1994 - 2007 | Verizon telecommunications and network field technician training.
- Adjunct Professor, College of Staten Island / CUNY | 1994 - 2007.

## SELECTED INSTITUTIONAL IMPACT

The outcomes below summarize the measurable institutional results most relevant to McNeese's next phase of growth as a public regional university serving Southwest Louisiana, the University of Louisiana System, and students seeking practical, affordable, career-connected education.

- **Enrollment and Retention:** Delivered 65% institutional enrollment growth at RIT Kosovo and improved retention from 78% to more than 90%; at Farmingdale, grew enrollment in the School of Engineering Technology from approximately 800 to more than 1,500 and improved retention from 68% to 87%.
- **Graduation and Employment Outcomes:** Achieved 87% four-year graduation rates and 95%+ graduate employment at RIT Kosovo.
- **Financial Turnaround:** Increased operating revenue by more than 40%, eliminated deficit spending, ended reliance on reserves for operations, and quadrupled reserves at RIT Kosovo.
- **Academic Program Expansion:** Launched or advanced programs in data analytics, computing, computer engineering technology, electrical engineering technology, applied arts and sciences, technology management, software technology, telecommunications, computer security, airport security, avionics electronics, energy, sustainability, and joint engineering pathways.
- **General Education and Institutional Status Change:** Led or contributed to major General Education revisions at RIT Kosovo and Kean; helped advance institutional status changes at Kean and Farmingdale, including Kean's evolution to university/doctoral-degree status and Farmingdale's elevation to master's-degree-granting authority.
- **Research and Grants:** Secured more than \$30 million in external support and built applied research infrastructure in energy, sustainability, smart grid, cybersecurity, AI, health informatics, transportation security, engineering technology, and STEM education.
- **Facilities Modernization:** Led renovation of academic buildings, modernization of research and instructional laboratories, renewable-energy demonstration facilities, and planning for a new multipurpose academic facility.
- **International Expansion:** Led planning and launch preparation for RIT Tirana, expanding access to American-accredited education in Albania and the region.
- **Student Life and Governance:** Oversaw student affairs and student support, strengthened student governance, expanded student clubs, supported co-curricular engagement, and led student-centered policy improvement.

## SHARED GOVERNANCE, LABOR RELATIONS, AND FACULTY LEADERSHIP

McNeese's profile calls for an inclusive, collaborative, transparent, and accountable leader. My experience in unionized and shared-governance environments gives me practical preparation to build trust, support faculty and staff, respect established processes, and still move institutional priorities forward with clarity and urgency.

- Worked for 31 years in unionized institutions, including Kean University and Farmingdale State College, serving in both faculty and administrative roles.
- Served as a faculty union representative and was appointed by the union to key university committees, including promotion and tenure-related committees representing faculty interests.

- As department chair and dean, collaborated with union leadership, faculty senates, personnel committees, promotion and tenure committees, academic councils, and department chairs to resolve issues and advance academic quality.
- Experienced shared governance from multiple perspectives: faculty member, union participant, faculty senate member, faculty senate executive committee member, department chair, dean, provost-level chief academic officer, and president.
- Strengthened faculty governance structures, supported faculty-student research collaborations, and used transparent decision-making to align institutional goals with faculty expertise and accountability.
- Led faculty recruitment, promotion, evaluation, professional development, workload planning, mentoring, and succession planning across multiple institutions.

### **ATHLETICS, STUDENT LIFE, AND CAMPUS COMMUNITY**

While my direct background is not athletic administration, I have consistently supported mission-critical student life programs and would approach Division I athletics as an integrated part of student success, alumni pride, advancement, enrollment visibility, campus identity, and community engagement.

- Committed to supporting athletics as an integral part of institutional mission, student experience, alumni engagement, community pride, enrollment visibility, fundraising, and campus identity.
- Experienced working with directors, coaches, student affairs leaders, student government, and campus professionals to align co-curricular programs with institutional mission and student success.
- As President of RIT Kosovo, oversaw student affairs, campus security, Title IX-related responsibilities, student conduct, student governance, student support, and co-curricular engagement.
- Leadership approach for athletics: support the Athletic Director and coaches, respect professional expertise, prioritize student-athlete academic success and well-being, ensure integrity and accountability, strengthen alignment with advancement and alumni engagement, and celebrate athletics as a visible source of school spirit and community connection.
- Understands that at a Division I regional university such as McNeese, athletics must be integrated with academics, enrollment, student life, fundraising, brand visibility, alumni pride, and community engagement.

### **RESEARCH, WORKFORCE, AND ECONOMIC DEVELOPMENT**

This section reflects the applied research and workforce-development model I would bring to McNeese's energy, LNG, health, engineering, STEM, and regional innovation priorities: practical partnerships, faculty and student engagement, external funding, and direct connection to economic need.

- Established RIT Kosovo's R&D Laboratory supporting faculty and student research in AI, cybersecurity, data analytics, and health informatics.
- Established Farmingdale's Renewable Energy and Sustainability Center, Solar Energy Center, Green Building Center, and research/workforce development infrastructure for smart grid, renewable energy, biomass, sustainability, and advanced technologies.

- Created strategic collaborations with Brookhaven National Laboratory and Stony Brook University to expand faculty and student research, including biomass-related research and smart grid initiatives.
- Led the DOE Smart Grid project with Stony Brook University and LIPA, strengthening applied research, training, and student learning in energy systems.
- Built workforce programs for National Grid, Verizon, General Motors, Ford, government agencies, public-sector organizations, and industry partners.
- Developed incumbent-worker training and upskilling programs in AI, cybersecurity, data analytics, information technology, leadership, smart grid, renewable energy, telecommunications, advanced manufacturing, programming, project management, and applied professional skills.
- Established municipal and private-sector partnerships that provided students with internships, applied projects, and experiential learning opportunities.
- Used applied research and workforce partnerships to connect academic programs with regional economic needs, community priorities, and student career pathways.

### **ACCREDITATION AND ACADEMIC QUALITY ASSURANCE**

Accreditation and quality assurance have been recurring responsibilities across my leadership roles, grounding academic growth in evidence, assessment, compliance, documentation, student learning outcomes, and continuous improvement.

- Led multiple Middle States Commission on Higher Education reaffirmations at Kean University and Farmingdale State College.
- Led two full ABET reaccreditation cycles at Farmingdale State College.
- Led seven full ATMAE reaccreditation cycles at Kean University and Farmingdale State College.
- Served more than 17 years with ATMAE as evaluator, team chair, Board member, Board of Accreditation member, and Chair of the Board of Directors.
- Member, ATMAE Board of Accreditation and Finance & Planning Committee.
- Advisor to Kosovo Accreditation Agency; supported alignment with U.S. and European standards and preparation for CHEA recognition.
- Supported HLC accreditation-related work at Warren National University, including program review, documentation, quality-assurance preparation, and compliance activities.
- Deep experience in evidence-based self-study, assessment of student learning, continuous improvement, program review, compliance, documentation, and constructive engagement with regulators and accreditors.

### **SELECTED MAJOR GRANTS, FUNDRAISING, AND SPONSORED PROJECTS**

The following selected grants and sponsored projects demonstrate a long record of securing external resources for laboratories, scholarships, facilities, research, workforce development, student success, and institutional growth.

- Erasmus Digital Journalism | \$400,000 | 2022 - 2024
- Erasmus Student Mobility | \$400,000 | 2022 - 2024
- Erasmus STEM | \$400,000 | 2022 - 2024

- ASHA STEM Laboratory | \$670,000 | 2022 - 2023
- ASHA Multi-Purpose Building | \$1,000,000 | 2021 - 2024
- Biberaj Foundation Scholarships for Underrepresented Students | \$1,200,000 | 2021 - 2031
- USAID-BRIDGE I and II youth communication and collaboration initiatives | \$800,000 | 2021 - 2024
- USAID-IOT Cybersecurity and Internet of Things | \$48,384 | 2021 - 2022
- Erasmus Student-Run Interdisciplinary Allied Health Digital Practice Centre | \$100,000 | 2021 - 2024
- SUNY 2020 Infrastructure and Transportation Security Center | \$6,600,000 | 2015 - 2019
- SUNY High Need Grants | approximately \$600,000
- DOE Smart Grid Grant with Stony Brook University and LIPA | \$8,800,000 | 2010 - 2015
- CSTEP/STEP STEM pipeline grants | approximately \$2,200,000
- EngINE Grant | \$1,250,000 | 2013 - 2017
- DOE Biomass Technology | \$675,000 | 2010 - 2012
- Green Buildings Institute | \$375,000 | 2009 - 2011
- NSF STEM Grant | \$1,000,000 | 2004 - 2008
- Advanced Manufacturing Challenge Grant | approximately \$4,000,000
- Corporate equipment and supplies for academic laboratories | approximately \$1,000,000
- Scholarship support for students attending RIT Kosovo | more than \$1,500,000
- Conference and workforce training revenues supporting institutional initiatives | approximately \$450,000

## SELECTED PUBLICATIONS, SCHOLARLY WORK, AND PRESENTATIONS

The following selected scholarly works reflect my background as an engineering scholar and applied higher education leader, with emphasis on technology, sustainability, cybersecurity, STEM education, workforce development, and interdisciplinary research.

- Filios, A.; Ryu, Y.; Shahrabi, K. “**Nanotechnology for Telecommunication,**” Chapter 5, CRC Press, ISBN 978-1-4200-5325-8, 2010.
- Muhaxheri, E.; Shahrabi, K.; Samanta, D. “**Mathematical Model Analysis of Mandatory State Health Insurance: Revisiting Risks and Opportunities for Private Health,**” *Journal of Interdisciplinary Mathematics*, April 2024.
- Samanta, D.; Shahrabi, K. “**Scheduling in LoRa Gateways to Reduce Packet Loss,**” ICIOT, December 2022.
- Krinker, M.; Shahrabi, K.; Goykadosh, A. “**Reusable and Free Energy Around Us: Utilization of the Energy,**” IEEE Xplore, July 2017.
- Islam, N.; Islam, M.; Shahrabi, K. “**Robust Information Security System Using Steganography, Orthogonal Code and Joint Transform Correlation,**” *International Journal for Light and Electron Optics*, 2015.
- Gao, Q.; Shahrabi, K. “**Using PRNG Generated Templates to Protect Fingerprint Database,**” *Journal of Information Privacy and Security*, 8(2):18–32, July 2012.

- Tawfik, H.; Shahrabi, K. **“The Professional Science Master’s Degree in Engineering Technology,”** ASEE National Conference, Austin, Texas, June 2009.
- Elgun, S.; Shahrabi, K. **“Solar Airports,”** IAJC-IJME International Conference, Tennessee, November 2008.
- Tawfik, H.; Shahrabi, K. **“The Effect of Computer Utilization for Problem Solving by Technology Students on Pedagogy,”** IAJC-IJME International Conference, Tennessee, November 2008.
- Shahrabi, K.; Sinclair, J. **“Innovative Integration of Computer Aided Animation in Areas of Product Design, Stress Analysis, and Mechanical Simulation,”** ATMAE Convention, Ohio, November 2006.
- Li, H.; Shahrabi, K.; Setoodehnia, A. **Estimation of Oil Saturation Using Neural Network\_2005** International Conference on Modeling, Simulation and Visualization Methods June 2005, Los Vegas
- Fung, F.; Shahrabi, K.; Setoodehnia, A. **Optical Frequency Division Orthogonal Multiple Access,** ASEE National Conference June 2005, Portland
- Shariat, M.; Setoodehnia, A; Shahrabi, K **Voice Codec & Quality of Service in Cable IP Network** The 2004 International Conference on Modeling, Simulation and Visualization Methods, June 2004, Los Vegas
- Setoodehnia, A; Shahrabi, K. **A Spider for Pulse Shaper Characterization,** ASEE Mid Atlantic Regional Conference, April 2003, Kean University, Union, New Jersey
- Setoodehnia, A; Shahrabi, K. **Estimation of Oil Saturation,** ASEE Mid Atlantic Regional Conference, April 2003, Kean University, Union, New Jersey
- Fung, F.; Shahrabi, K. **High-Speed Optical Satellite Communication and Femtosecond Pulse Shaping;** The World Space Week 2002 Conference: "Space and Daily Life", Oct. 4-10, 2002, Tehran, Iran
- Shahrabi, K.; Setoodehnia, A. **Impact of Globalization of Advanced Telecommunication Technologies in Developing Countries: Technology Transfer & New Economic Modes;** The World Space Week 2002 Conference: "Space and Daily Life", Oct. 4-10, 2002, Tehran, Iran
- Setoodehnia, A; Shahrabi, K. **Telecommunication and Information Technology,** ASEE Zone One Conference, West Point, NY, April 5-6, 2002
- Setoodehnia, A; Shahrabi, K. **Faculty Mentoring: Catalyst for Innovation,** ASEE Zone One Conference, West Point, NY, April 5-6, 2002
- Shahrabi, K. **Implementation of Wireless Technology.** World Space Week Conference, Tehran, Oct. 9, 2002.
- Gadalla, M; Shahrabi, K **Proposed Approach to Design an Efficient Program in Industrial Technology.** American Society for Engineering Education Mid Atlantic Conference, NY, 2001.
- Gadalla, M; Shahrabi, K **Computer Integrated Design & Manufacturing Technology Degree Program at Kean University.** American Society for Engineering Education Mid Atlantic Conference, 2001.
- Gadalla, M; Shahrabi, K **Special Theory of Relativity: Its Applications in Engineering and Manufacturing Technologies.** American Society for Engineering Education Mid Atlantic Conference, 2001.

- Oloomi, H; Shahrabi, K; Zarar, M. **A New Approach to Design and Implement High Order Digital Filters.** IEEE (MICC 97) Malaysia International Conference on Communication, Nov. 1997.
- Shahrabi, K. **High-Resolution Tracking and Location Finding in Space Environment.** Proceedings of the first annual conference on Space Technology in Developing Countries (S.C. 95-153), May 1995.
- Shahrabi, K.; Alavi, R. **A New Signal Processing Technique for Direction Finding.** Proceedings of the second annual conference on Technological Advancement in Developing Countries, page 47-54, July 1994.

## SELECTED PRESENTATION/WORKSHOPS

- **Development of Technological Capacity,** IEOM 6th North American Conference, Mexico, 2021.
- **SUNY Leadership Alumni Workshop,** August 2016.
- **Hydrogen Fuel Cell,** Tehran, January 2009.
- **On the Spectral Efficiency of Constraint FM. IEEE Wireless Communication System Symposium,** Nov. 1995.
- **Low-Cost Digital Signal Processing.** American Society for Engineering Education Mid Atlantic Conference, 1995.
- **High-Resolution Tracking and Location Finding in Space Environment.** First annual conference on Space Technology in Developing Countries, May 1995.
- **A New Signal Processing Technique for Direction Finding.** Second annual conference on Technological Advancement in Developing Countries, July 1994.
- **Globalization in Communication,** KCNJ November 1993.
- **Wireless Communication,** IEEE Chapter of City College of New York Nov. 1992.
- **High-Resolution Direction Finding,** NY/NJET Association November 1991.
- **Fast Fourier Transform and Application in Technology,** NY/NJET Association Nov. 1990.

## PROFESSIONAL AFFILIATIONS AND SELECTED SERVICE

These affiliations show sustained national and regional service in applied engineering, accreditation, STEM pathways, transfer education, advisory-board work, and workforce-connected higher education.

- The Association of Technology, Management, and Applied Engineering (ATMAE) | 1987 - Present
  - Member, Board of Directors, Association of Technology Management and Applied Engineering (ATMAE) | 2018 - 2023
  - Chair, ATMAE Board of Directors | 2019 - 2020
  - ATMAE Accreditation Review Team Member/Chair | 2001 - Present
  - Member, ATMAE Board of Accreditation | 2016 - Present
- Executive Board Member, Space ED | 2022 - Present
- PSEG Long Island Environmental Advisory Committee Member | 2016 - 2018
- CUNY-New York Technical College Engineering Technology Advisory Committee Member | 2001 - 2007
- Union County Community College STEM Advisory Committee Member | 2004 – Present

- Bronx Community College Engineering Technology Advisory Committee Member | 2003 - Present
- Advisory board service with Union County College, Bronx Community College, CUNY technology programs, Farmingdale State College, and RIT Kosovo associate-degree and transfer-related initiatives.
- State University of New York Leadership Institute Member | 2018 - Present
- American Society for Engineering Education Member | 1989 - 2018
- The Institute of Electrical and Electronics Engineers Member | 1983 - 2018
  - Acoustics, Speech, and Signal Processing Society.
  - The (IEEE) Communication Society.
  - The Antenna and Propagation Society.
  - The Microwave Theory and Techniques Society.
- Epsilon Pi Tau. National Honor Society for Education in Technology | 1987 – Present
  - Epsilon Pi Tau. National Honor Society for Education in Technology (Trustee).
  - Epsilon Pi Tau. National Honor Society for Education in Technology (Laureate 1994).

### **SELECTED LEADERSHIP THEMES RELEVANT TO MCNEESE STATE UNIVERSITY**

The themes below connect my experience directly to McNeese’s mission as a student-centered public regional university serving Southwest Louisiana through access, applied learning, workforce alignment, faculty and staff support, community engagement, and economic impact.

- **Regional Access and Opportunity:** Built academic pathways for students entering through high school partnerships, community colleges, associate-degree programs, transfer routes, adult learning, and workforce training.
- **Energy, Engineering, and Applied Science:** Led research and workforce initiatives in smart grid, renewable energy, biomass, infrastructure security, transportation security, engineering technology, and sustainability.
- **Faculty and Staff Development:** Supported faculty hiring, professional development, promotion, tenure, workload planning, shared governance, union collaboration, and academic innovation.
- **Communication and Trust:** Led transparent planning processes that connected budgets, goals, academic priorities, personnel support, and outcomes.
- **Community Engagement:** Advanced partnerships with municipalities, industry, public agencies, donors, advisory boards, and community organizations to strengthen institutional relevance and public impact.
- **Resilience and Change Leadership:** Led institutional turnaround, COVID-19 online transition, international expansion, accreditation reform, financial stabilization, and research growth through complex and uncertain environments.