

February 9, 2026

Presidential Search Committee
University of Louisiana at Lafayette

Dear Members of the Search Committee,

The opportunity to serve as President of the University of Louisiana at Lafayette represents the leadership position I seek at this pivotal moment in my career. UL Lafayette embodies a powerful convergence of research excellence and transformational regional impact that defines public higher education leadership. Your recent re-designation as a Carnegie R1 research university, joining just 187 institutions nationwide, validates an institutional model proving discovery and access reinforce rather than compete. Your \$225.92 million in annual research expenditures, combined with partnerships like First Solar's \$1.1 billion manufacturing facility bringing hundreds of jobs to Lafayette, demonstrate that scholarly distinction and economic development represent mutually reinforcing priorities. Lafayette's vibrant character as the heart of Acadiana and Louisiana's dynamic higher education landscape create an environment where I envision building deep, sustained commitment to institutional mission and regional transformation.

As Provost and Executive Vice President for Academic Affairs at SUNY Empire State University (SUNY Empire) serving more than 17,400 students, I led the most significant academic restructuring in the university's 55-year history. Working collaboratively with faculty governance and academic leaders, I transformed eight schools into five mission-aligned colleges (Education, Business, Arts and Sciences, Health and Human Services, Social and Behavioral Sciences) while reorganizing Student Success operations into three specialized units focused on retention, new student experience, and student engagement. This transformation required both strategic courage and collaborative execution. I recruited five inaugural college deans, hired 33 tenure-track faculty members, and appointed three senior administrators, building a leadership team capable of executing transformational vision. Through strategic partnership with our CFO and President's cabinet, we added \$7 million to institutional reserves while maintaining operational excellence and investing in faculty development, program innovation, and student support services.

My trajectory reflects purposeful preparation combining system-level authority with campus operational depth. As Provost and Senior Vice President for Academic and Student Affairs at Connecticut State Colleges and Universities (CSCU), I provided academic leadership for 17 institutions serving 85,000 students, managing the Board of Regents Academic and Student Affairs Committee monthly while launching transformative initiatives including the Connecticut Automatic Admission Program (CAAP) guaranteeing admission to high school graduates meeting specific GPA thresholds and the Strategic Transfer Engagement Plan (STEP) reducing credit loss between community colleges and universities. I served on Connecticut's State Board of Education and worked directly with Governor's office representatives, preparing me to navigate Louisiana legislative relationships and position UL Lafayette strategically within the state's higher education landscape.

At Indiana University (IU), as Assistant Vice President, University Academic Affairs and Director of the Office of Collaborative Academic Programs in IU Online, I built the system-wide collaborative

infrastructure enabling seven campuses to collectively offer online programs, growing enrollment from 21 students to about 2,300 students across 51 collaborative online degrees while IU Online generated \$180 million in annual revenue. This entrepreneurial experience developing sustainable revenue models through innovation positions me to lead UL Lafayette's continued evolution as enrollment demographics shift and competition intensifies.

The President role at UL Lafayette represents not a steppingstone but a destination where I would commit multiple years implementing your strategic vision and advancing UL Lafayette toward sustained distinction as one of America's premier public research universities. This progression from faculty researcher through campus leadership to system-level responsibility has prepared me specifically for presidential leadership combining operational excellence, strategic vision, collaborative governance, and entrepreneurial resourcefulness essential for comprehensive research universities navigating rapid transformation. My biochemistry and molecular biology research background provides authentic understanding of faculty scholarship essential for presidential credibility. Having secured NSF and NIH funding, published in peer-reviewed journals, mentored 54 researchers, and maintained tenure-track and tenured appointments, I approach presidential leadership grounded in faculty experience rather than purely administrative perspective.

My budget leadership demonstrates fiscal discipline and strategic investment capacity. At SUNY Empire, I managed comprehensive budgets exceeding \$50 million for the Office of Academic Affairs, emphasizing transparency and shared accountability. My extensive grant portfolio experience includes managing more than \$80 million in federal, state, and philanthropic funding. At CSCU, I led successful application for a \$35 million Connecticut Health Horizons grant, oversaw a \$25.8 million GEAR UP grant, managed an \$8 million U.S. Department of Labor partnership with IBM, and directed a \$5 million Equitable IT Pathways Initiative. At SUNY Empire, I expanded faculty access to external funding platforms including Hanover Digital Access and Pivot, resulting in a 28.5 percent increase in research grant awards (\$2.9 million). I have cultivated philanthropic partnerships with corporations and individual donors, including establishing the Weiss Family Scholarship, and worked closely with foundation boards to advance institutional missions. These experiences prepare me to work effectively with the UL Lafayette Foundation and Advancement identifying priorities, cultivating major donors, participating in campaign planning, and stewarding existing donors as UL Lafayette continues building philanthropic support through the Together Campaign targeting \$500 million for academic excellence.

Shared governance requires authentic commitment rather than performative consultation. I prioritized faculty and staff voice through regular communication, monthly updates, listening sessions, transparent budget explanations, and seek substantive input before major changes. At CSCU and SUNY Empire, I worked directly with senate leadership and multiple union organizations navigating collective bargaining environments. This prepares me for UL Lafayette's Faculty Senate partnership and collaborative relationship with faculty governance structures. Effective presidential leadership balances consultation with decisive action, building trust through transparency, demonstrating respect for faculty expertise, explaining decision rationale clearly, and maintaining accountability for outcomes.

Research growth stands as a defining expectation for UL Lafayette's trajectory toward enhanced R1 distinction. Your research funding reaching \$225.92 million in FY23, with \$84.89 million from federal

sources and partnerships spanning NSF, NIH, DOE, DOD, NOAA, and NASA, positions UL Lafayette for accelerated research advancement. The First Solar partnership demonstrates your ability to translate scholarly distinction into transformational economic impact.

Student success requires holistic systems aligned with UL Lafayette's distinctive strengths. Your 74.02 percent first-year retention, ambitious enrollment growth targeting 20,000 students, and ADVANCE undergraduate research program positioning you as a national leader demonstrate institutional effectiveness translating educational excellence into student achievement. I implemented AI-enhanced advising platforms, early alert systems, and integrated support addressing academic and non-academic barriers. At SUNY Empire, I launched First Term Advising, reorganized Student Success operations, infused AI into our Credit for Prior Learning process where students earn 19 credits on average, scaled Open Educational Resources to 65 percent adoption saving students \$1.2 million annually, and invested \$453,000 in student technology access. I launched campus-wide AI initiatives including an AI Hub, AI Toolkit, AI Bootcamp, and AI Fellows program improving academic advising and student support systems.

The University of Louisiana at Lafayette possesses distinctive characteristics that set you apart in American higher education. Few universities combine Carnegie R1 research classification, genuine commitment to public impact research addressing Louisiana's most pressing challenges, comprehensive academic offerings across eight colleges serving more than 19,000 students, and authentic cultural engagement honoring Acadiana's distinctive heritage. Your statewide economic impact exceeding \$4.4 billion and regional impact of \$2.4 billion reflect institutional influence extending far beyond traditional academic boundaries. The Ragin' Cajuns' 91 conference titles since joining the Sun Belt Conference and recent football success demonstrate institutional momentum across multiple domains. UL Lafayette proves daily that student-centered teaching, innovative research, community engagement, and regional economic development represent mutually reinforcing priorities.

Your Vision. Louisiana. Strategic Plan 2023-2028, centered on five interconnected priorities, provides compelling vision for institutional advancement. Academic Excellence positions UL Lafayette to impart a learning and service mindset while instilling in students desire to impact the human condition meaningfully. Exceptional Student Experience recognizes that meeting contemporary student needs drives retention and completion. Intentional Stewardship demonstrates commitment to cultivating space where human, physical, and financial aspects may thrive. Public Impact Research positions UL Lafayette to provide academic atmosphere for ambitious scholarship across all disciplines. Transformational Community Engagement demonstrates institutional responsibility to promote collaboration and mutually beneficial partnerships locally, regionally, nationally, and globally.

Building upon UL Lafayette's extraordinary momentum and the strong foundation established through recent R1 re-designation, I would advance three interconnected strategic priorities positioning the university as the institutional engine for achieving your transformational goals while strengthening UL Lafayette's national reputation as a premier public research university combining teaching excellence, scholarly distinction, and community impact.

Strategic Priority One would amplify public impact research and innovation for Louisiana's economy through strategic faculty recruitment and federal partnerships. The Louisiana Energy Innovation Collaborative would establish an interdisciplinary research hub integrating engineering, computer science, business, environmental science, and policy expertise to position Louisiana as America's clean energy leader. Building on the First Solar partnership, this initiative would pursue federal funding through DOE's Energy Earthshots Initiative, NSF's Convergence Accelerator, DOD advanced materials programs, and industry partnerships with First Solar, Entergy Louisiana, Chevron, Shell, and ExxonMobil focusing on advanced solar photovoltaic technology, battery storage systems, hydrogen production, carbon capture, and renewable energy workforce development. The Coastal Louisiana Research Institute would formalize UL Lafayette's leadership in coastal resilience, partnering with Louisiana Coastal Protection and Restoration Authority, NOAA, USGS, Environmental Defense Fund, and The Nature Conservancy. The Advanced Manufacturing and Robotics Research Center would leverage Louisiana's industrial base through partnerships with Louisiana Economic Development, Stuller Inc., Viamed Healthcare, Performance Contractors, and petrochemical companies. The Health Innovation Partnership would formalize collaborations with Lafayette General Health, Ochsner Health, Louisiana Department of Health, and Louisiana Area Health Education Center. These research initiatives would be sustained by the UL Lafayette Research Excellence Initiative recruiting distinguished scholars through endowed chairs funded through the Together Campaign, Louisiana Board of Regents programs, and corporate partnerships. By 2030, these strategies would achieve increased annual research expenditures, additional doctoral graduates, new research centers, and positioning UL Lafayette among America's top 75 public research universities.

Strategic Priority Two would transform student outcomes through career-connected excellence. The First-Year Success Academy would transform the first-year experience through professional advisors and peer Ragin' Cajun Coaches creating seamless support. The Career-Connected Learning Requirement would ensure 100 percent of students complete meaningful experiential learning through internships, co-ops, undergraduate research through ADVANCE, or service-learning. The Ragin' Cajun Career Partners network would formalize relationships with Lafayette's 200-plus major employers including LHC Group, Stuller Inc., Rouses Markets, CGI, First Horizon, SCP Health, and Performance Contractors providing guaranteed paid internships, co-op placements, mentorship, and post-graduation hiring pathways. ADVANCE would expand to serve additional students annually. The Student Success and Completion Innovations initiative would eliminate barriers through enhanced academic support, a Ragin' Cajun Emergency Aid program providing up to \$2,500 annually, accelerated pathways for working adults and transfer students, and enhanced mental health services. By 2030, these strategies would increase first-year retention, enrollment, six-year graduation with zero equity gaps, 100 percent experiential learning participation, and positive career outcomes.

Strategic Priority Three would establish UL Lafayette as Acadiana's premier community transformation partner through the Acadiana Anchor Initiative. Partnerships with the City of Lafayette, Lafayette Economic Development Authority, One Acadiana, Opportunity Machine, and anchor employers would drive development housing UL Lafayette's technology transfer operations, entrepreneurship programs, and industry partnership offices. The Acadiana Talent Collaborative would formalize partnerships with multiple school districts across Acadiana including Lafayette Parish, Iberia

Parish, St. Martin Parish, Vermilion Parish, and Acadia Parish to create seamless K-16 pathways. Dual enrollment programs would serve additional high school students annually. Teacher residency programs would recruit and prepare new teachers annually addressing Louisiana's critical teacher shortage. The Community Scholars Program would embed service-learning throughout UL Lafayette's curriculum ensuring 100 percent of students complete meaningful community engagement before graduation. All eight colleges would develop signature community partnerships addressing regional priorities. The Ragin' Cajun Community Impact Council would convene regional leaders to align UL Lafayette's resources with Acadiana's most pressing challenges. By 2030, these strategies would achieve Carnegie Community Engagement classification, increased regional economic impact, increase in community partnerships and annual service-learning hours, new startups launched supporting additional jobs, and documented improvements in regional economic vitality, educational attainment, healthcare outcomes, and quality of life.

These three strategic priorities integrate seamlessly with your Vision. Louisiana. Strategic Plan 2023-2028. Priority One advances Public Impact Research, creating infrastructure for faculty excellence while generating economic impact. Priority Two supports Academic Excellence and Exceptional Student Experience through career-connected pathways. Priority Three operationalizes Transformational Community Engagement, demonstrating how UL Lafayette serves as Louisiana's indispensable partner for regional prosperity. Together, these priorities would achieve advancement toward top 75 public research university status, add millions in annual research expenditures including additional federal funding, new interdisciplinary research centers, boost enrollment growth with enhanced retention and graduation rates, earn the prestigious Carnegie Community Engagement classification, and lift regional economy through job creation and community transformation across Acadiana.

Partnership building across government, industry, community organizations, and educational institutions positions me to implement these strategies effectively. I developed collaborations with Infosys, Hartford Healthcare, Northwell Healthcare, DAE, and numerous employers creating student pathways and research opportunities. At CSCU, I worked with state agencies, major employers, and community organizations building comprehensive workforce partnerships. I would invest substantial time building relationships with Governor Jeff Landry, legislative leadership, key committees, and the Louisiana Board of Regents. My commitment to Lafayette and Acadiana as both professional opportunity and potential home would enable authentic engagement with regional stakeholders. I am genuinely drawn to Lafayette's distinctive character as one of America's happiest cities reflecting quality of life grounded in cultural richness, entrepreneurial energy, and Louisiana hospitality.

Early in my faculty career, a first-generation student from a rural community struggling with organic chemistry came to my office believing her dream of becoming a physician was over. Rather than offering generic encouragement, I took concrete action: I connected her with research opportunities in my biochemistry laboratory, arranged peer tutoring, and met with her regularly providing both encouragement and accountability. Over two years, I watched transformation in her confidence, academic performance, and sense of belonging. She graduated cum laude and earned admission to medical school. This experience reinforced my conviction that presidents must remain connected to individual student stories while building institutional systems that ensure every student receives support enabling success. At UL Lafayette, where you serve students from rural Louisiana

communities, first-generation students, and diverse backgrounds while maintaining strong retention and career outcomes, this student-centered philosophy would guide every decision I make as President.

Presidential success requires exceptional Board relationships characterized by trust, transparency, and strategic partnership. I have extensive governing board experience including managing the Board of Regents Academic and Student Affairs Committee monthly at CSCU, serving on Connecticut's State Board of Education, and working closely with foundation boards. At UL Lafayette, I would invest substantial time cultivating individual Board of Supervisors relationships, provide transparent institutional performance reporting linked to strategic plan metrics, engage Board members in strategic planning, and position Board members as ambassadors throughout Louisiana. I would work closely with University of Louisiana System President Dr. Rick Gallot and the System Office, respecting system governance structures while championing UL Lafayette's unique opportunities.

The momentum created through recent R1 re-designation, First Solar partnership, and Together Campaign, combined with exceptional work by current leadership team, faculty, and staff, positions UL Lafayette for continued ascent. The next President would inherit strong foundation and excellent teams across colleges, schools, and administrative units. My aspiration centers on building upon this success through priorities advancing your strategic framework, positioning UL Lafayette for sustained national distinction, and demonstrating that comprehensive public research universities combining teaching excellence with scholarly innovation serve as essential engines of student success, discovery, and regional transformation. Understanding the fiscal discipline required following recent budgetary challenges, I bring demonstrated expertise in strong fiscal stewardship, strategic partnerships and creating diversified revenue streams that would strengthen UL Lafayette's financial position while enabling strategic investments in research excellence, student success, and community impact.

Thank you for considering my candidacy. I welcome the opportunity to discuss how my experience, vision, and commitment align with the University of Louisiana at Lafayette's aspirations. Together we would advance UL Lafayette toward deserved recognition among America's premier public research universities while honoring the institution's distinctive character and sustained commitment to transforming lives through education, discovery, and service.

With respect and enthusiasm,



Hitesh Rai Kathuria, Ph.D.

Hitesh Rai Kathuria, Ph.D.

EXECUTIVE PROFILE

Transformational academic leader with two decades of progressive experience driving institutional excellence, fiscal sustainability, and student-centered innovation across multi-campus university systems. Proven architect of strategic academic restructuring, enrollment growth, and revenue diversification initiatives that strengthen institutional mission while ensuring operational excellence. As Provost at SUNY Empire, a system-wide academic leader at Connecticut State Colleges and Universities (CSCU) and Indiana University (IU), successfully led comprehensive universities through periods of significant transformation - building sustainable financial models, championing academic excellence, elevating institutional distinctiveness, and promoting cultures of transparency, collaboration, and shared governance. Track record of managing \$80+ million in grant support while maintaining unwavering commitment to student success, faculty development, and community engagement. Brings sophisticated understanding of public higher education governance, political acumen in navigating state and federal policy environments, and demonstrated capacity to serve as chief storyteller, advocate, and bridge-builder for universities positioned for long-term impact.

STRATEGIC LEADERSHIP EXPERIENCE

EMPIRE STATE UNIVERSITY (SUNY Empire) | Saratoga Springs, New York
Provost & Executive Vice President for Academic Affairs | 2024–2026
Tenured Professor | 2024–Present

Institutional Transformation & Strategic Vision

- Led implementation of Elevate '28 strategic plan for the Office of Academic Affairs, transforming academic structure from eight schools into five mission-aligned colleges (Education; Business; Health & Human Services; Arts & Sciences; Social & Behavioral Sciences) plus Office of Graduate Studies & Scholarly Supports - creating clearer academic identities, strengthening interdisciplinary collaboration, and positioning programs to meet evolving workforce demands.
- Reorganized Student Success division into three specialized units focused on retention, graduation outcomes, and holistic student support - established Student Engagement Council to enhance belonging and co-curricular programming.
- Launched campus-wide Artificial Intelligence initiatives including AI Hub, AI Toolkit, AI Bootcamp, and inaugural cohort of AI Fellows to advance innovation in teaching, research, and administration.

Academic Excellence & Innovation

- Oversaw creation and approval of 24 new academic programs aligned with labor market demands in high-need fields: e.g. - B.S. Early Childhood Education, M.A. Higher Education, B.S. Information Technology, 2+2 Nursing Program, BBA (Spanish-language), BBA Accounting, etc.
- Expanded Open Educational Resources (OER) initiative to 65% course adoption by Summer 2025, saving students \$1.2 million annually while maintaining academic quality.
- Integrating AI into Credit for Prior Learning process and making this a free service (\$700 savings) for undergraduate students who earn an average of 19 cr. for CPL, enhancing access and affordability.

Student Success & Retention

- Expanded First-Enrollment Advising initiative for improved onboarding, transcript review, and student support.
- Invested \$453,400 in student technology access through Chromebook Initiative and Laptop Loaner Program.
- Partnered with National Institute for Student Success (NISS) to implement data-driven interventions addressing barriers to completion.
- Introduced automatic associate's degree awards for bachelor's-seeking students, increasing degree recognition and momentum.
- Launched new partnership with Timely Care, a telehealth provider, offering free virtual health care services to students including tele-counseling, medical services, and interactive self-care services.

Financial Stewardship & Resource Development

- Oversee over \$50 million Office of Academic Affairs budget with strategic investments in faculty hiring, program development, technology infrastructure, and student services.
- Added \$2.9 million in grant-funded projects (28.5% increase), expanding faculty access to external funding through new platforms (Hanover Digital Access, Pivot).
- Implemented cost-saving measures while maintaining academic quality - OER adoption, operational efficiencies, strategic program alignment.

Community & Workforce Partnerships

- Increased experiential learning opportunities to 425+ students (2024-25); hosted 9 job fairs with 215 employers.
- Established SUNY Empire Connects virtual student union to promote engagement and expand institutional reach.
- Launched Early College program in partnership with New York City Public Schools Virtual Learning Classroom and Northwell School of Health Sciences. Enrolled more than 200 high school students.

Shared Governance & Faculty Development

- Hired 33 tenure-track faculty, 5 inaugural deans, 1 Assistant Vice President, 1 Associate Provost.
- Implemented Watermark platform for centralized faculty accomplishments and P&T review; leading rollout of State Student Success platform for data-driven advising.
- Facilitated faculty participation in Educause Learning Labs and Chancellor's Horizon Awards; maintained regular communication through monthly updates and listening sessions.
- Rewrote University Learning Goals in collaboration with curriculum committee, approved by senate.

Policy & Accreditation Leadership

- Led rollout of academic and administrative policies and bylaws, aligned with national standards.
- Provided strategic leadership for School of Nursing and Allied Health's successful CCNE accreditation, meeting all four core standards, 45 competencies, earning commendation with only one follow-up required.
- Supported system-wide implementation of revised general education competencies in Civic Discourse and Artificial Intelligence.
- Led the Middle States regional accreditation process.

CONNECTICUT STATE COLLEGES AND UNIVERSITIES (CSCU) | Connecticut Provost & Senior Vice President of Academic and Student Affairs | 2022–2024

System Leadership & Strategic Enrollment

- Provided leadership for six institutions serving 85,000+ students across four Connecticut State Universities, 12-campus CT State Community College system, and Charter Oak State College.
- Created system's first Transfer Council and launched Strategic Transfer Engagement Plan (STEP) - reducing credit loss and establishing clear pathways between community colleges and universities.
- Led system-wide Enrollment Management Council, guided development and implementation of strategic enrollment and retention plans across all institutions.

Academic Program Innovation & Workforce Alignment

- Managed Board of Regents Academic and Student Affairs Committee; led approval of new academic programs, modifications, suspensions/closures, and centers while ensuring continuous responsiveness to student needs.
- Spearheaded creation of specialized program portals for high-demand industries - Healthcare, Information Technology, Education.
- Approved new College of Health and Rehabilitation Science and 11 new degree programs including MS Occupational Therapy, BFA Theatre Arts, BA Popular Music, BS/MS Early Childhood Special Education 5-year Program.

Select Grant Leadership & External Funding (\$80+ Million)

- CT Health Horizons ARPA Grant: \$35 million - expanding nursing and social work capacity statewide.
- GEAR UP Grant: \$25.8 million supporting college access initiatives.
- U.S. Department of Labor Grants: \$8 million advanced manufacturing apprenticeship partnership with IBM; \$5 million Equitable IT Pathways Initiative.
- ECMC Foundation Grant: \$800,000 - Near-peer mentoring program.
- Lab School Investment Initiative: \$4.3 million for early childhood education practicum and regional centers of excellence.
- Stop & Shop: \$133,000 – Support for CSCU food pantry.
- Ithaca S+R: \$320,000 – Ithaca Transfer Equivalency Project.
- JED Campus: \$600,000 – Mental Health Coalition Grant.
- National Science Foundation: \$450,468 – CC-DNI Network Infrastructure grant.
- National Science Foundation: \$169,000 – TUES Type 1 grant.
- National Institute of Health: \$434,000 – R15 grant.

State Policy & Governance Engagement

- Served on Connecticut State Board of Education representing CSCU.
- Nominated to Strategic Planning Commission for Higher Education.
- Represented CSCU on P-20WIN Board for statewide longitudinal data sharing.
- Collaborated with Office of Workforce Strategy to align programs with economic development priorities.

Online Education & Adult Learner Strategy

- Created system-wide Credit for Prior Learning (CPL) guidelines to attract adult learners.
- Launched Connecticut Automatic Admission Process (CAAP) enabling top 30% of high school students automatic admission to CSCU.

Student Support Services & Equity

- Created CSCU Student Support Services portal a one-stop resource offering 49 support services across academic support, student support, health/wellness, admissions/enrollment, campus life.
- Established NextGen Teacher Educator Program across all CSUs to address teacher shortages.

Institutional Research & Assessment

- Created Office of Decision Support and Institutional Research; launched first-ever Academic Program Review dashboard for CSCU system.
- Established Dr. Clara Ogbaa Award recognizing projects advancing library services systemwide.
- Launched first CSCU Accessibility Summit.

INDIANA UNIVERSITY | Indiana

Assistant Vice President, University Academic Affairs | 2017–2022

Director, Office of Collaborative Academic Programs (OCAP), IU Online | 2017–2022

Assistant Director, OCAP | 2016–2017

Online Education Enterprise & Revenue Growth

- Co-managed \$10.6 million budget while IU Online generated \$180 million in annual tuition revenue through strategic program development.
- Built IU Online to 225+ programs serving 8,350+ students (fall 2022) - 12% enrollment increase over fall 2020; collaborative degree enrollment increased 76%.
- Created 50+ undergraduate and graduate programs targeting adult learners: B.S. Business Administration, B.S. Informatics, B.S. Medical Imaging Technology, B.S. Data Science, M.S.Ed. Educational Technology for Learning, M.A.T. Mathematics/Biology, Ed.S. Educational Leadership.

Academic Quality Assurance & Accreditation

- Led system-wide Quality Matters™ initiative; served as IU liaison to Higher Learning Commission (HLC) for collaborative online programs.
- Completed HLC Standard and Open Pathways Peer Reviewer training (2019); conducted peer reviews for accreditation.
- Represented collaborative online programs at Indiana Commission for Higher Education (ICHE).

Faculty Development & K-16 Collaboration

- Created 10 online collaborative graduate certificates for 350+ high school teachers meeting HLC qualification requirements.
- Served as Advanced College Project (ACP) site visitor assessing chemistry courses in 12 high schools (Indiana/Ohio).

System-Wide Strategic Planning

- Co-chaired Pathways and Transitions Strategic Planning Committee for Blueprint for Student Attainment (BSA); evolved into Blueprint 2.0: Bicentennial Strategic Plan for IU Regional Campuses.
- Served on Center for Regional Campus Excellence (CRCE) coordinating student diversity, enrollment, retention, and success initiatives across five regional campuses.

INDIANA UNIVERSITY EAST | Richmond, Indiana**Associate Dean, School of Natural Science & Mathematics | 2015–2016****Chair, Department of Natural Science & Director, Graduate Program | 2014–2015****Faculty Senate President-Elect | Spring 2016****Tenured Associate Professor of Chemistry & Biochemistry | 2014–2022****University Faculty Council Representative to System | 2009–2012****Select Examples of Administrative Service**

- Managed school budget and faculty hiring; led academic assessment and accreditation preparation.
- Established Board of Advisors for School of Natural Science & Mathematics.
- Chaired Budgetary Affairs, Faculty Board of Review, Strategic Planning, NSM Promotion and Tenure Committees.
- Served in numerous university committees including Faculty Affairs, Honors Program, Service Learning, and Diversity Committees.
- Established Weiss Family Foundation Scholarship (\$1,500 annual awards for undergraduate research)
- Mentored 54+ undergraduate research students; 39 graduated to various graduate programs; established pre-professionals club.

EDUCATION & PROFESSIONAL DEVELOPMENT

- Ph.D., Biochemistry and Molecular Biology | University of Delhi, India | 2004
- M.S., Biochemistry | Hamdard University, India | 1999 (University Topper - Highest GPA)
- B.S. (Honors), Biochemistry | University of Delhi, India | 1997
- Management Development Program | Harvard University Graduate School of Education | 2016

Additional Certifications:

- Master Reviewer, Quality Matters | 2020
- Peer Reviewer, Higher Learning Commission | 2019
- Peer Reviewer, Middle States Commission on Higher Education | 2025

BOARD SERVICE & EXTERNAL ENGAGEMENT**Select Examples of State & System Governance**

- Connecticut State Board of Education (CSCU Representative)
- P-20WIN Board (Statewide Data Consortium)
- Connecticut Council of Municipalities (CCM) Board
- Minority Teacher Recruitment Oversight Council, Connecticut

Select Examples of National Associations

- National Association of System Heads (NASH)
- State Higher Education Executive Officers Association (SHEEO)
- Association of American Colleges & Universities (AAC&U)
- American Association of State Colleges and Universities (AASCU)
- The Online and Professional Education Association (UPCEA)
- American Chemical Society (ACS)

STRATEGIC PARTNERSHIPS & INDUSTRY COLLABORATIONS

Select University/System Partnerships

- University of Connecticut & Yale University: Quantum CT Grant (\$1M, Phase 1)
- University of Connecticut & UMass: Digital Health Equity Grant (\$1M, Phase 1)
- Fairfield University: Transfer Pathways (Bellarmine Campus)
- CUNY/Ithaca: Universal Transfer Explorer (T-Rex) adaptation for CSCU
- UC Berkeley: Gates Foundation Human-in-the-Loop AI Transfer Project

Select Industry & Healthcare Partnerships

- Hartford HealthCare: Healthcare portal attracting employees to CSCU
- Jackson Laboratories: Bioscience Careers Forum, curriculum development, NSF Teaching the Genome Generation grant
- IBM: \$8M U.S. Department of Labor advanced manufacturing apprenticeship

State Agency Partnerships

- Connecticut Department of Aging & Disability Services: Digital Accessibility Specialist Program
- Connecticut Department of Transportation: Engineering student job shadowing and recruitment pipeline

HONORS & RECOGNITION

- Indiana University Bicentennial Medal | 2020
Distinguished service in support of Indiana University's mission
- Indiana University East Service Award | 2015
Exemplary service to IU and the community
- University Gold Medalist | Hamdard University | 1999
Highest GPA in M.S. Biochemistry

SELECT SCHOLARLY CONTRIBUTIONS

1. **Kathuria H** and Becker D. (2021) Leveraging Course Quality Checklist to Improve Online Courses. *Journal of Teaching and Learning with Technology*, 10: 400-407.
2. Smith C, Blair P, Boyd C, Cody B, Hazel A, Hedrick A, **Kathuria H**, Khurana P, Kramer B, Muterspaw K, Peck C, Sells E, Skinner J, Tegeler C and Wolfe Z. (2016) Microbial community responses to soil tillage and crop rotation in a corn/soybean agroecosystem. *Ecology and Evolution*. 1-10. DOI: 10.1002/ece3.2553.
3. Yang Z, Huh S, Drennan M, **Kathuria H**, Martinez J, Tsuda H, Hall M, and Clemens J.C. (2012) Drosophila Vap-33 Is Required for Axonal Localization of Dscam Isoforms. *The Journal of Neuroscience*, 32:17241-17250.
4. Srirangam A, Milani M, Mitra R, Guo Z, Rodriguez M, **Kathuria H**, Fukuda S, Rizzardi A, Schmechel S, Skalnik D.G, Pelus L.M and Potter D.A. (2011) The human immunodeficiency virus protease inhibitor Ritonavir inhibits lung cancer cells, in part, by inhibition of Survivin. *Journal of Thoracic Oncology*, 6: 661-670.
5. **Kathuria H** and Clemens J.C. (2009) The Down Syndrome Cell Adhesion Molecule. In "The Sticky Synapse" from Springer. ISBN-13: 978-0387927077 Pages 202-222.

6. **Kathuria H**, Giri J, Nataraja KN, Murata N, Udayakumar M and Tyagi AK. (2009) Glycinebetaine-induced water stress tolerance in *codA*-expressing transgenic indica rice is associated with up-regulation of several stress responsive genes. *Plant Biotechnology Journal*. 7, 512-526.
7. **Kathuria H**, Giri J, Tyagi H and Tyagi A.K. (2007) Advances in transgenic rice biotechnology. *Critical Reviews in Plant Sciences*, 26: 65-103.
8. **Kathuria H**, Mohanty A and Tyagi A.K. (2003) Analysis of inheritability and expression profile of single and multi-copy transgene(s) in rice over generations. *Journal of Plant Biochemistry and Biotechnology*, 12: 103-107.
9. Mohanty A, **Kathuria H**, Ferjani A, Sakamoto A, Mohanty P, Murata N and Tyagi A.K. (2002) Transgenics of an elite *indica* rice variety Pusa Basmati 1 harbouring the *codA* gene are highly tolerant to salt stress. *Theoretical and Applied Genetics*, 106: 51-57.
10. Tyagi A.K, Khurana J.P, Sharma A.K, Mohanty A, Dhingra A, Raghuvanshi S, Mukhopadhyay A, Gupta V, Anand S, **Kathuria H**, Bhushan S, Thakur J and Kumar D. (2001) Organ-specific gene expression and genetic transformation for improvement of rice. 4th International Rice Genetics Symposium, 22-27 October, pp149, IRRI, Philippines.
11. Mohanty A, **Kathuria H**, Ferjani A, Sakamoto A, Mohanty P, Murata N and Tyagi A.K. (2001) Transgenic rice for promoter analysis and abiotic stress tolerance. In: Food security and environment protection in the new millennium. Edited by: Virmani S.S, Brar D.S, Mamaril C.P and Arboleda C.R, Published by Asian agricultural congress, Manila, Philippines, 348-351.
12. **Kathuria H** and Clemens J (2010) "Down Syndrome Cell Adhesion Molecule (DSCAM) and Neuronal Connection Respecification" 51st Annual Drosophila Research Conference, Washington DC, USA from April 7-11, 2010.
13. **Kathuria H** and Clemens J (2008) "Dscam-mediated wiring of neural circuits in *Drosophila*" at Indiana Academy of Science 124th Fall meeting, University of Evansville, Evansville, Indiana, USA from October 23-25, 2008.
14. **Kathuria H** and Clemens J (2007) "Structural and functional characterization of *Drosophila* Dscam" at second Department of Biochemistry research retreat, Wright Forestry Center, Indiana, USA on October 13, 2007.
15. **Kathuria H**, Murata N and Tyagi A.K. (2004) Rice transformed with choline oxidase gene (*codA*) shows tolerance to drought stress during germination, vegetative growth, and reproductive stage" at ninth National Rice Biotechnological Network Meeting, Indian Agricultural Research Institute, New Delhi from April 15-17, 2004.
16. Anand S, **Kathuria H**, Mukhopadhyay A and Tyagi A.K. (2004) Characterization of promoters from rice genes active in anther wall, microspore development and pollen germination" at ninth National Rice Biotechnological Network Meeting, Indian Agricultural Research Institute, New Delhi from April 15-17, 2004.
17. Mohanty A, **Kathuria H**, Ferjani A, Sakamoto A, Mohanty P, Murata N and Tyagi A.K. (2001) Transgenic elite *indica* rice variety Pusa Basmati 1 plants harboring *codA* gene show enhanced tolerance against salinity stress at eighth National Rice Biotechnological Network Meeting held at Aurangabad, India from October 21-25, 2001.
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PROFESSIONAL PROFILE SUMMARY

Leadership Philosophy: Student-centered transformation through collaborative innovation, transparent communication, and strategic resource stewardship.

Core Strengths:

- Institutional restructuring and strategic planning
- Fiscal sustainability and revenue diversification
- Grant development and philanthropic partnerships
- State policy navigation and government relations
- Enrollment growth and retention strategies
- Online education innovation and quality assurance
- Shared governance and faculty development
- Workforce development and community engagement
- Accreditation and assessment leadership

Management Scope:

- Budgets: Over \$50M (Office of Academic Affairs at SUNY Empire)
- Enterprise Revenue: \$180M (IU Online)
- System/Institutional Oversight: ~85,000 students (CSCU); ~17,400 students (SUNY Empire)
- Direct Reports: Senior leaders including Associate Provosts, AVP, Directors and Academic Deans