

#44

November 27, 2002

Dr. Vivian Rodriguez, Chair
Presidential Search Advisory Committee
Kean University
1000 Morris Avenue
Union, New Jersey 07083

Dear Dr. Rodriguez:

Please accept this correspondence and the enclosed résumé as my application for the position of President of Kean University.

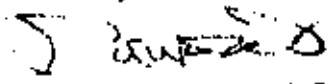
In my 20-year association with Kean University, I have served in various capacities, and understand the needs of its students, faculty and staff as well as the tremendous challenges that lie ahead. Serving as the chair of the Department of Public Administration, a former chair of the Faculty Senate, special assistant to two presidents and a full-time member of the faculty, I have served Kean in progressively responsible positions. I am fully aware of the educational requirements of the academic programs, the learning support opportunities that must be provided and the ever-increasing demands that are placed on our graduates by a technologically complex society.

Kean University's mission of providing access and excellence to the community has always been my primary focus, and given the changing fiscal, social and political environments, the need for strong leadership and more efficient management of our limited resources is more pronounced today than ever before. As you can see from my résumé, I have an extensive record of working with internal and external constituencies to promote a clear and focused agenda for Kean. In addition, my vast experience with state, county and local government officials will certainly prove to be beneficial to the University.

I have a clear vision of how to build a quality institution of higher education, and recognize the issues that need to be addressed and the policies that must be implemented to achieve this goal. Further, I understand how to leverage the rich diversity of our student body and our faculty to reach new frontiers of understanding and multicultural education.

Thank you in advance for your consideration of my application. If you have any questions or require further information, please contact me at (908) 737-7000 or (908) 354-8808. I can also be reached via e-mail at dfarahi@kean.edu or dawoodfarahi@aol.com.

Sincerely,



Dawood Y. Farahi, Ph.D.
51 Princeton Road
Elizabeth, NJ 07208

Dawood Y. Farahi, Ph.D.

- Education:** Ph.D. Political Science (Public Administration),
University of Kansas, 1979
MA Public Administration, University of Kansas, 1975

Fulbright Scholar, 1973-1976

BA Political Economy, Bordeaux University (in affiliation), 1972
- Kean University Experience:**
- | | |
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| Special Assistant to the President
for Operations (Chief Operating Officer) | March 2002-present |
| Special Assistant to the President for Enrollment Services | 1999-2001 |
| Special Assistant to the President
for Technology | 1998-2001 |
| Chair, Faculty Senate | 1993-1994; 1996-1998 |
| Chair, Department of Public Administration
(Except one year) | 1989-present |
| Full Professor | 1989-present |
| Associate Professor | 1981-1989 |
| Assistant Professor | 1976-1981 |
- Teaching Experience:**
- | | |
|--|--------------|
| Analytical and Quantitative Methods, MIS, Strategic Planning
Kean University, | 1983-present |
| Avila College, Kansas City, Mo., | 1976-1983 |
- Awards:**
- 1996 Teacher of the Year, Kean University
 - 1993 Graduate Teacher of the Year, Kean University
 - 1981 Teacher of the Year, Avila College
 - 1979 Morris Abrams Award for best dissertation research
@ The University Of Kansas

Kean University Accomplishments

Special Assistant to the President for Operations (Chief Operating Officer)

- Developed a balanced budget that avoided layoffs, protected the core academic functions of the University and led to the lowest tuition increase among all state colleges and universities in New Jersey;
- Conducted a space utilization study that streamlined scheduling to allow better allocation of space and increased enrollment;
- Implemented accountability structures and refined financial management through reorganization and enforcement of fiscally sound cost control measures;
- Reviewed the personnel policies and procedures of the University and implemented a position control and recruitment monitoring system that provides better service and clearer accountability;
- Reviewed multiple studies and architectural designs for a health and wellness center that had experienced numerous changes in location and configuration. Developed a consensus among all parties involved that will save the University over \$4 million. This plan was approved by the President and adopted by the Board of Trustees;
- Implemented an integrated enrollment management plan that led to a significant increase in enrollment without negatively affecting the SAT average of incoming freshmen;
- Implemented an online application system for graduate and undergraduate students;
- Managed a host of operational projects as directed by the President.

Special Assistant to the President for Technology

- Implemented a five-year technology plan (\$3.7 million) in less than three years, which put Kean University at the forefront of technology application. Kean was visited by several colleges and universities in the tri-state area as it was considered a model of efficient wide-area networking and technology in the classroom;
- Upgraded the administrative computing system for compliance to Y2K;
- Directed the installation of a giga-bit fiber backbone to allow for voice, data and image transmission, and subsequently implemented a new telephone system on the same infrastructure six months ahead of schedule;
- Created the Technology Institute for Professionals to train faculty and staff, to integrate computers in the curriculum and to begin offering distance-learning courses;

- Created multiple university computer labs, including the first 24/7 lab with a service architecture responding to over 5,000 calls per month;
- Created 21 smart classrooms, the first such innovation in New Jersey, that later became a model for other institutions, including Rutgers University;
- Implemented online registration;
- Supervised the Office of Computers and Information Systems.

Special Assistant for Enrollment Services

- Supervised dean of enrollment services and directors of admissions, financial aid, one stop service and registrar;
- Developed and implemented a One-Stop Service Center that integrated all student services to be delivered in one location and through a single system by well-trained professionals. This was the first operation of its kind in New Jersey;
- Modified the financial aid operations and implemented new procedures and protocols for better compliance and service delivery. A report from the external auditor, KPMG, indicated that without immediate action the University could have been liable for \$5-7 million to the federal and state government in fines. These new measures reduced this liability to less than half a million dollars;
- Developed and implemented an enrollment management plan, including applicant tracking, communication management and focused recruitment, which has produced dramatic results in increased enrollment;
- Restructured career days, open houses and scholarship promotions to showcase successful Kean graduates;
- Utilized new marketing materials to further improve the image of Kean University and increase enrollment;
- Streamlined the transfer evaluation system so that students receive a response within three business days;
- Instituted an electronic record transfer system with community colleges;
- Started the process of degree audit, which will dramatically improve efficiency and service to the students.

Chair of the Department of Public Administration

- Assisted Dr. Eleanor Laudicina with the first self-study of the MPA program, which received national accreditation in 1987, the first public university in New Jersey to be so recognized;
- Oversaw the growth of the department from five faculty members and under 200 majors to 13 faculty members serving over 500 graduate and undergraduate majors;
- Created the certificate program in Strategic Management;

- Helped to develop and implement a new graduate option in health services administration with over 60 majors;
- Helped to implement a joint degree program with the Department of Nursing, MSN/MPA;
- Helped to create and implement an independent program in Criminal Justice with over 350 majors;
- Implemented Project LEAD New Jersey, a grant-funded program attracting 15-20 students annually;
- Created and implemented the Center for International Business Development. This grant-funded program serves businesses in Union County, hosts workshops and conferences, and provides training programs for international visitors;
- Developed and implemented the International MPA, which is now in its second year. This program attracts 20 full-time Chinese students to Kean University and generates over \$400,000 in revenue annually.

Chair of the Faculty Senate

- Created a taskforce on University status, and help develop the document and procedures for applying and securing University status for Kean;
- Created the documentation and secured approval of the University Planning Council;
- Guided the taskforce that developed a five-year information technology plan;
- Guided the revision of the Senate constitution and the curriculum procedures;
- Played a major role in creating the GELAP taskforce and the conceptualization of the revised program's adoption;
- Presided over the approval of more than 20 academic programs;
- Assisted with the development of policies and guidelines to streamline procedures for graduation with distinction, graduate level grading and program review, as well as the designation of distinguished professor and professor emeritus;
- Initiated the development of plans for enrollment management, academic program quality and institutional planning research.

Research and Professional Achievements (selected)

- 2001 **Principal Author and Project Director of Vision 21: A Strategic Plan for Linden Public Schools.** This plan was funded by the State of NJ.
- 1997-
Present **Project manager and principal consultant to County of Union:** Responsible for site-based management of all computer, print media, and geographic information system (GIS) as well as telecommunication operations. This project has involved the design of a cluster-based network of police, human services, financial management, payroll/personnel, citizen services, public works, tax and election boards, and a multitude of custom programs hosted on sequel servers. This is a multi-million dollar annual project requiring 27-30 on-site professionals managing the daily operations. The County GIS system, in 1999, was cited as the most advanced and comprehensive system in the State by NJDEP.
- 1996-1997 **Project manager in Union Township:** Responsible for the development and implementation of new financial, tax collection, property assessment and purchasing systems.
- 1995-2002 **Project manager and principal consultant to the County of Cumberland:** Responsible for site-based management of all computer and telecommunication operations. This project involved developing and implementing a strategic plan for all aspects of the county information processing.
- 1993-2002 **Project manager and principal consultant to the City of Elizabeth:** Responsible for site-based management of all computer and telecommunication operations. This project has involved the design of a broadband network for police, fire, financial management, payroll/personnel, service line, public works and tax collection. This is a multi-million dollar annual project requiring 17-20 on-site professionals. The Elizabeth police communication and information system was ranked among the top 10 in the nation by ABC News in 1996. In 1993, the tax collection rate in Elizabeth was 92.3%. It is currently close to 97%, the highest for a major city in the state, translating into millions of dollars in additional revenue.

- 1990-1992 **Principal author and project director** of a major study that produced the widely distributed report *Vision 2000: Elizabeth Public Schools*. Many of the recommendations of this report, which included 20 experts in different areas of K-12 education, were used for Abbott funding and implemented in several New Jersey urban districts.
- 1990 **Principal designer and project manager** in Montgomery Township: Responsible for implementing a new financial, human resources, taxation and office automation system.
- 1989 **Project director**: Responsible for the implementation of a wide-area network for the City of Hoboken, Department of Planning and Community Development. Implemented an automated wastewater management and billing system for the Township of East Windsor, NJ.
- 1988 **Principal designer and project manager**: Responsible for a year-long conversion project of board of taxation, election and geographic information system for the County of Union, NJ.
- 1987 **Project director for NJIT**: Responsible for implementing an automated financial and work scheduling system for Hoboken Shipyards, Bayonne, NJ and for developing and implementing an information processing strategic plan for Bernards Township, NJ.
- 1986 **Project director and principal designer** for NJ Department of Agriculture conducted for NJIT: Responsible for developing an automated financial, inventory, grant management and office automation system, including training.
- 1985 **Principal author** of three studies conducted for NJIT: *County of Essex: An Evaluation of EDP Needs and Potentials*, *Cape May Board of Taxation: Municipal Information Exchange System*, *Union County: A Five-year Strategic Plan*.
- Principal author** of *Union Township: An Economic and Demographic Survey* conducted for Kean Institute for Public Service.
- 1984 **Principal author** of a market survey conducted for Rahway YMCA, by the Institute for Public Service of Kean University.
- Principal author** of a report on the assessment of data processing needs for Cape May County by the Center for Information Age Technology of NJIT.

- 1983 **Project manager:** Responsible for the design and implementation of a new financial and office automated system for the city of Shawnee, KS, and Kansas City, Mo.
- 1982 **Principal consultant** to Ottawa University, KS, and Fontbonne College, MO.: Responsible for the development of program documents for degrees in business administration, public administration and data processing.
- 1981 **Principal author** of a major reorganization plan for Johnson County, KS: Responsible for changing the form of government from a commissioner to a professional administrator. At the time, the county had a population of over 200,000 and an operating budget of over \$100 million. Supervised a staff of over 50 during the implementation of the plan.
- 1978-1983 **Program Director**, Avila College, Kansas City, MO

Fundraising and Grant Writing:

- From 1997-2001, prepared several grant applications for capital projects in Union County funded through bonding, state and federal sources. **Over \$5 million** were secured to overhaul data processing and implement a geographic information system;
- From 1994-1996, wrote three grants funded by the state and federal government totaling over **\$2 million** to modernize the Elizabeth Police information and communication system;
- During the last five years, wrote and received over **\$800,000** in state and local grants for the Department of Public Administration and the Gateway Institute at Kean University;
- In 1985, secured a \$30,000 federal grant (FIPSE) to study retention patterns for freshmen;
- Developed the first draft of the Challenge Grant for Kean University. At **\$3.7 million**, in 1986, it was the single largest grant the University had received to date.

Academic and Professional Associations:

American Society for Public Administrators (ASPA), 1978-98
American Political Science Association (APSA), 1976-83
Association of Computing Consultants (ACC)
Equity 2000: A Statewide Solution to Telecomputing
Common Transport Systems

Selected Public Service Activities:

Chair, Search Committee, Union County Manager, 1988
Chair, VP for Administration and Finance Search, Kean University, 1995
Member, Hudson River Waterfront Authority, 1992-1998
Chair, Transition Team, Mayor of Elizabeth, 1992
Member, State of NJ Communication Group, 1992-present
Union County YMCA, Big Brothers, 1993-present
Chair, Union County Productivity Improvement Taskforce, 2001-present

Publications:

See pages 6-8.

List of References:

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