

Shah S. Ardalan, Ed.D.

President

Lone Star College-University Park
Houston, Texas

PROFESSIONAL SUMMARY

A transformative and inspirational leader with progressive comprehensive experience in community college, university, and global corporate leadership. A genuine servant leader with a proven record of advancing social justice, economic mobility, and community development through innovative and insightful strategies and building diverse high-performing teams. Recognized for impact and commitment to innovation through inclusion. A dependable leader with modest beginnings who succeeded to serve as an Instructor, Research Associate, Director of Business Development, Associate Vice President, Special Assistant to President, Vice President, Chief Information Officer, Vice Chancellor, Chief Executive Officer, and College President.

EDUCATION

2017 Doctor of Education in Community College Leadership

John Roueche Graduate Center at National American University, Austin, Texas

1989 Master of Science in Electrical Engineering, North Carolina A&T State University, Greensboro, NC

1986 Bachelor of Science in Physics, University of North Carolina at Greensboro, NC

PROFESSIONAL EXPERIENCE

2012 –present President, Lone Star College-University Park, Houston, Texas

Established in 2012 and enrolling more than 12,000 students per semester, Lone Star College-University Park is the sixth addition to the Lone Star College System. LSC-University Park has been recognized as one of the fastest-growing and most innovative institutions of higher education in the country. (www.lonestar.edu/UP)

- Led consecutive years of enrollment growth while maintaining academic rigor, improving the quality of service, and increasing student success.
- Built a high-performing college through innovation in cultural evolution, structural design, and organizational maturity. The cultural transformation started by creating a culture of open innovation, adding a culture of evidence, growing it with a culture of inquiry, and resulting in a culture of impact.
- Regardless of financial challenges, I constantly invested in innovation and professional development for all full-time and part-time employees, including adjunct faculty.
- Built award-winning partnerships with universities and Independent School Districts, resulting in significant growth in transfer and dual credit offerings and LSC-UP receiving several recognitions.
- Recognized as one of the most diverse colleges in the country and congratulated by AACC.
- Led and participated in master planning, provisioning, and programming, for the construction of state-of-the-art educational buildings and facilities.
- Founded and hosted Open Innovation conferences that attracted experts from the United States and abroad. Speakers included the Mayor of Houston, Rice University's President, and many progressive industry executives.
- Advanced all aspects of equity and diversity through fostering and funding specific initiatives like the Hispanic Achievement Center, Safe Zone, Puente, Student Success Initiative, ReadUP (common read), and GradUP (increase FTIC graduation).

- Remained grounded and directly connected with our core mission by serving as an invited lecturer and participating in the joy of teaching and learning.
- Created structured multifaceted means of constantly seeking internal and external feedback and meaningful exchange of ideas through advisory councils and promoting participatory governance and leadership by faculty, staff, mid-management, and student groups.
- Increased efficiency and effectiveness by creating a Think Tank that involves the greatest minds from across the college who are selected through an application process. They provide ideas, foster innovation, and offer new perspectives.
- Led fundraising for capital improvements and construction of Innovation and IOT labs and a 3-story teaching geology rock wall.
- Visited several classes and faculty-led initiatives during each semester (by live video during the pandemic) and encouraged students to persist.
- Served as an expert and visiting lecturer for community college leadership doctoral students to discuss current topics like Technology, Student Success, Big Data, Transformative Leadership, and Change Management.
- Served on LSC Foundation Board and transformed friend-raising into fundraising opportunities for endowments, program sponsorships, scholarships, and gifts.
- Developed strong partnerships with industry, resulting in significant investments in the college and its mission. I am humbled that some of the scholarships, endowments, and donations are made in recognition of my community service and helping the industry.
- Provided leadership and support to start new programs and offer new degrees and certificates that meet the needs of the industry. Examples include Mechatronics, Advanced Manufacturing, Converged Technologies, Corrosion, Data Analytics, and Artificial Intelligence.

2011 – 2012 Chief Executive Officer, Lone Star College-University Park, Houston, Texas

Funded by a successful bond referendum, Lone Star College System acquired an expansive 1.3 million square foot facility nestled in 71 acres (once home to Compaq Computer's World Headquarters) in 2009. The facility opened its doors as an education center in 2010.

- Introduced the nation's first concept of using Open Innovation in creating a college by inspiring and engaging faculty, staff, students, and the community in the design of a "Campus of the 21st Century" with a theme of "Invitation to Innovate."
- Developed strong and mutually beneficial partnerships with Independent School Districts, universities, industry, and the community.
- Provisioned staffing, budget, and master planning. Hired a diverse team of leaders who believed in the vision for the new college.
- Within 12 months of strategy creation and implementation, the team was recognized for innovation by Digital Center for Education, White House Office of Science and Technology, Texas State Senator Dan Patrick (now Lt. Governor), U.S. Department of Education, EDUCAUSE, and League for Innovation.
- Led the LSC-University Park's accreditation efforts as LSCS' sixth comprehensive college by SACS COC and proudly dedicated it to the community as their "community's college" on December 6, 2012. LSC-University Park enrolled about 4,600 students, and I was named its founding President.

2008 – 2011 Vice Chancellor and CIO, Lone Star College System, Houston, Texas

Lone Star College System has been serving the greater Houston area since 1972. LSCS consists of eight colleges, 12 centers, two university centers, and Lone Star Corporate College. LSC offers high-quality, low-cost academic transfer and career training education to 87,000 students each semester in over 170 programs of study. LSCS is recognized as one of the top degree producer education systems in the nation. (www.lonestar.edu)

Responsibilities included vision and leadership of the system-wide IT and distance learning operations by strategic alignment with core values while reducing administrative costs. Balancing accountability with authority and operational excellence with innovation allowed a team of IT and online professionals to lead LSCS toward becoming a premier community college system in the nation. Modeled advanced communication and organizational change management strategies that resulted in many best-in-class technologies and business transformation implementations.

Led a complete ERP replacement, Portal rollout, total LAN and WAN architecture, enterprise AD migration, faculty innovation projects, green computing, Level 4 data center design and construction, server, storage, desktop, and network virtualizations, using cloud computing services, and outsourcing are a few of the initiatives that are measured with over 50 KPIs for up to 99.999% availability. The Office of Technology Services has set the standard in superior customer service and operational excellence for inspiring and empowering teaching and learning.

Planned and deployed advanced infrastructure technology solutions to accommodate operations, administrative, and enrolment growth from 32,000 students to over 100,000 students. Recruited, mentored, developed, and inspired a competent team that was not afraid to take calculated risks, committed to the vision, and relentless in pursuit of historic accomplishments. Led the on-time and on-budget implementation of the largest Oracle PeopleSoft ERP education footprint in the U.S. in 18 months. An all-time national record! Received extensive national and international recognition for leadership in technology and online. Enhanced faculty and administration collaboration and communication by creating an IT governance system that involved users, including students' input, in all major initiatives. Created and funded innovation grants available to faculty and staff at each of the colleges, totaling over \$500,000 per year, every year. Restructured and redesigned online support and Learning Management System, resulting in increased reliability and quality of service and growing online courses and degree offerings. Inspired, mentored, and groomed several employees to become CIOs or senior technology executives in complex institutions and organizations.

2004 – 2008 SunGard Higher Education

SunGard was an American multinational company which provided software and services to education, financial services, and public sector that was acquired for \$11.3 billion and de-listed from NYSE. Employed by SGHE as CIO to lead and manage at different colleges.

2006-2008 Vice President of Technology, College of Southern Nevada, Las Vegas, NV

Located in Las Vegas, Nevada, the College of Southern Nevada (CSN) is among the top 10 largest multi-campus community colleges in the U.S.A. The college consists of 3 main campuses and 11 remote locations. (www.csn.edu)

Serving on President's Cabinet, responsible for providing the vision, leadership, management, and skills necessary to lead a team of IT professionals, many consultants, and several partner vendors to execute complex plans related to security, infrastructure, operations, and customer service.

Named by SunGard Higher Education (SGHE) as one of the nation's leading strategic Chief Information Officers. Built a high-performing team of technology professionals by promoting from within and bringing in new expertise when and where needed. Maximized return on technology investment by documenting over \$3.5 million in annual savings. Initiated and led the construction of a new state-of-the-art centralized data center with the latest rack and network technologies, modular environmental capabilities, and strong overall security. Enhanced communication on the CSN campuses by deploying the latest digital signage technology while saving the college over \$300K. Established 24x7 helpdesk services to provide technical assistance to students, faculty, and staff. Led corporate consulting services to facilitate and develop the college's strategic, tactical, communication, and security plans. Managed SunGard Higher Education's Strategic Services onsite consultants who led the college through a comprehensive business process review that resulted in operating more efficiently and improving productivity. Managed SGHE's Academic Consulting Services consultants who collaborated with faculty to develop online programs in Hospitality Management, Business Management, Criminal Justice, and other disciplines.

2004 – 2006 VP for Technology Services, San Juan College, Farmington, NM *(SanJuanCollege.edu).*

Serving on the President's Cabinet and helping guide the institution in formulating strategic direction in support of instructional and administrative operations. Responsible for providing visionary leadership, planning, and supervision of all technology systems and services for faculty, students, and staff.

Served over 20,000 students, employees, and community members per year in a multi-site environment. Led a team of mixed outsourced and college IT professionals to national recognition while increasing ROI. Fully involved in overall institutional master, strategic, and operational planning. Developed and fostered a strong relationship with the college trustees and community leaders. Actively participated in the AQIP and degree-specific accreditation process at the

college. Realized nearly \$700,000 in documented and client-approved ROI for 2005. Worked with SJC Foundation and creatively gave computers and laptops to local community members and students. Improved online service offerings and ranked in the top 10 Digital Campus by the American Association of Community Colleges (AACC) in 2005.

1993 – 2004 Prairie View A&M University, Prairie View, Texas

A member of the Texas A&M University System, Prairie View A&M University (PVAMU) is the second-oldest public institution of higher learning in the state of Texas. PVAMU offers baccalaureate degrees in 35 academic majors, 30 Master's degrees, and five doctoral degree programs through nine colleges and schools. (www.pvamu.edu)

1998 – 2004 CIO and Associate VP of Operations

Serving on the President's Cabinet and helping guide the institution in formulating strategic direction in support of instructional and administrative operations. Responsible for providing vision, leadership, planning, and supervision of all information technology systems and services for the University. Provided reports and support to the Texas A&M University System, Texas Higher Education Coordinating Board, State of Texas Legislative Budget Board, and Texas Department of Information Resources (DIR).

- Reorganized, realigned, and led a team of IT professionals with over 400 years of combined work experience serving approximately 1,100 faculty and staff members and over 7,800 students per semester.
- Upgraded the entire IT infrastructure and enterprise services on both administrative and academic sides with the most modern technologies, services, and tools.
- Started one of the nation's first laptop university pilot programs at an HBCU with exceptional results for the students.
- Improved PVAMU's online services to rank number one in the nation among 110 Historically Black Colleges and Universities (HBCUs).
- Actively involved and engaged in SACS and many discipline-specific accreditations, including Engineering, Architecture, Computer Science, and Education.

1995 – 2002 Special Assistant to the President, PVAMU

Primary advisor to the President on university-wide operational and strategic issues, including integration of teaching, research, and services. Provided daily technical, strategic, and implementation assistance to the University President in IT resource allocation, environment health and safety, crisis management, restructuring and reorganization, privatized housing, New Science Building, Juvenile Justice Center, Office of Civil Rights (\$400 million OCR – Texas Commitment to PVAMU), and most other significant initiatives. *Starting in 1998, my responsibilities expanded.*

1994 – 1995 Director of Business Development, College of Engineering, PVAMU

Responsible for marketing the College of Engineering's capabilities to the government and private sectors. Initiated development and execution of joint funding efforts and technical proposals between faculty members and corporations.

- Participated in source identification and growth of funded research at the college from \$2.2 million to \$5.7 million per year in 18 months—the highest total ever for the college and PVAMU.
- Cultivated strong relationships with faculty and external funding agencies like the U.S. Air Force.

1993 – 1994 Senior Systems Analyst, College of Engineering, PVAMU

Served as a special assistant to the dean. Responsible for helping students as well as designing and prototyping hardware systems and Printed Circuit Boards (using Magic and Mentor Graphics).

- Served as hardware and state-of-the-art CAD expert in different stages of technical proposals such as Center for Manufacturing Technologies (\$10.6 million funded by DoD) and NASA Radiation Center (\$6.5 million).
- Mentored students for local and national engineering competitions in robotics and solar car designs and races.
- Enhanced fast circuit prototyping capabilities of the University by using and coordinating the donation of Mentor Graphics Computer-Aided Design (CAD) software package to PVAMU (Priced at over \$4.8 million).

1988 – 1993 North Carolina A&T State University, Greensboro, NC

Located in Greensboro, North Carolina Agricultural and Technical State University (NCA&T) is a public, doctoral research, land-grant university committed to exemplary teaching and learning, scholarly and creative research, and effective engagement and public service. The University offers degrees at the baccalaureate, master, and doctoral levels and has a commitment to excellence in a comprehensive range of academic disciplines. (www.ncat.edu)

Served as Research Associate, Electrical Engineering Department and Instructor for Upward Bound Program.

PROFESSIONAL DEVELOPMENT (Partial Listing)

Dealing with Difficult People and Difficult Situations, Harvard University * Developing a Positive Organizational Culture Using Appreciative Inquiry * Program on Negotiation for Senior Executives, Harvard University * StoryBrand (Developed adjunct faculty communication strategy) * Design Thinking * Antiracism: From Understanding to Action * Managing Emotions in the Workplace * Presidents Fundraising Academy * Center for Houston's Future.

INDIVIDUAL AND TEAM AWARDS (Partial Listing)

Community College President of the Year, SAFE Diversity Communities * Innovation Award, Houston Business Journal * International Center for Innovation in Education Award (ICIE) * U.S. Department of Education Business Start-up Challenge for students (First Place) * Shirley B. Gordon Award of Distinction, Phi Theta Kappa * Bellwether Finalist, ECPS: Linking Student Pathways to Careers * League for Innovation Award * Exemplifying the Profile of a Leader Award, Klein ISD * Innovation of the Year award by Campus Technology * IMS Global Impact Award for Research * Carl Nelson Administrative Leadership Award, Texas Association of Community Colleges * America's Top Educational Innovators, Converge Magazine * Innovator Award, Technology Innovation in Education * IMS Global Impact Award: National Reach.

PROFESSIONAL AND COMMUNITY SERVICE (Partial Listing)

College Board, Trustee * Houston Northwest Chamber of Commerce, Past Board Chair * Higher Education Research and Development (HERDI), Board of Directors * Pearl Fincher Museum of Fine Arts, Board of Directors * Greater Houston Partnership, Technology Committee * American Heart Association, NW Harris County, Past Chair * Texas Association of Community Colleges (eLearning Committee) * Small Business Today Magazine, Advisory Board * City of Houston's Citizenship Month, Honorary Co-Chair * EDUCAUSE, Inc., Current Issues Committee * Nevada System of Higher Education Chief Technology Officers * New Mexico System of Higher Education, CHECS Board of Directors * Texas System of Higher Education, LOAN STAR * LEARN Board of Directors (State of Texas) * FBI InfraGard, Member.

PUBLICATIONS AND PRESENTATIONS (Partial Listing)

Over 100 articles, press coverages, interviews, papers, book chapters, and conference presentations.

- A Flood, a Deep Freeze, a Pandemic: The Making of Generation R, AACC 2022
- You Commit, We Commit, You Graduate! AACC 2021
- Challenge Accepted: Increasing Graduation Rate by 300% in Three Years! AACC 2020
- Puente at Lone Star College-University Park: Bridges to Success, AACC 2019
- Data is Not Enough: Engaging the Board to Act on Completion, AACC 2018
- Colleges Can Support Men of Color, College Board Forum 2018
- Upward Mobility: Trustees' Impact on Student Graduation Rates, ACCT 2018
- Building Reforms to Scale for College Readiness and Completion in Indiana and Texas, AACC 2017
- Leveraging Business Incubation and Co-working Spaces to Enhance the Innovation and Entrepreneurship Ecosystem of the College, AACC 2016
- Listening to Students' Values, AACC 2016
- Helping Developmental Students Speed Up, AACC 2015
- Community Colleges: The Perfect Enterprise for the 21st Century, Community College Week, POV, May 2014
- Leading the way to a Greener Campus, Educause 2011
- Featured in CIO Digest for a Texas-sized Vision, July 2010