

PAUL PAI'S RESUME

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Proven leader of community colleges from coast to coast.

36 years in community college teaching and administration centered on student success.

Delivered mission critical results in recruitment, training, retention, placement, and graduation to support district and regional transfer education, career/technical education, economic and workforce development. Made strategic partnerships for transfer alliance, internships that lead to employment. Executed complex, high-impact employment and training programs for current, emerging and transitional workers in high-growth business and industries.

Delivered \$74 M to colleges served. Multi-million-dollar contributor driven by a voracious appetite for innovation, collaboration and organizational renewal. Many colleges were first-time winners. Gifted visionary and systems thinker with proven talent to develop resources and attract venture capital.

Scalable strategic planning that works.

Provided real strategic planning that can fit a district or a campus and funding streams to implement the strategies successfully.

Entrepreneurial leader with solid fiscal and programmatic integrity.

Reaffirmed program priorities and organizational processes to ensure that programs were well supported in the markets in which they serve. Reinvest funds used as subsidies to fund priority emerging opportunities.

Data-driven Decision Maker

Developed business intelligence system that generates dashboard reports to all levels of decision makers and created synergy in effective management of investment.

Expertise

Budget Planning, Development and Control	Organization Renewal and Mission Management
Business, Industry, Education, &	International Education
Government Partnerships Building	Internet Marketing & Social Media Management
Change Management	Interpersonal Relationship Management
Collaborative Decision Making	Marketing & Brand Awareness
Community & Governmental Affairs	Media Relationship Cultivation
Crisis Communication	Performance Management & Continuous
Curriculum Development	Improvement
Distance Education	Public Speaking
Employee Professional Development	Resource Planning & Development Strategic/
Enrollment Management	Tactical Planning & Execution
Fundraising	Student Learning Outcome Assessment
Grants Development & Management	Team Building and Facilitation

Professional Experience

July, 2010-present Director, Darswin International Education Center, LLC- St. Louis, MO

Darswin International is the parent company of Darswin International Education Center (in California), established in 2008 at St. Louis, MO. Its client base includes colleges and universities in both U.S.A. and China.

Responsibilities: Provide developmental and/or brokering services of

- Importing program of studies to the client institutions;
- Collaborative partnerships in educational programs;
- Faculty and staff professional or organizational development; and
- Other liaison and development functions.

Accomplishment:

- Facilitated the signing of collaboration agreements between five pairs of colleges.
- Enabled the signing of Cooperation and its accompanying Financial Agreement between two US public universities and a Chinese university.
- Facilitated the “2+2” articulation agreements between two US Universities and Tianfu College.
- Created an international student program expansion for a California state university.

2007-June, 2010 President, St. Louis Community College –Meramec, St. Louis, MO

St. Louis Community College: the largest associate-degree granting college of Missouri and the largest higher education institution in St. Louis Metropolitan Area, serving approximately 28,000 credit and another 30,000 non-credit students during Fall 2009. Meramec Campus is the largest of four campuses in the district with 11,193 credit student headcount enrollment, an annual budget of \$40,000,000, 447

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full-time employees including 186 faculty serving an area consisted of 12 public school districts and 25 cities in the central, south, and mid-west region of St. Louis County.

Responsibilities:

- The College President is the CEO of the Campus
- Reports to the Chancellor of the District
- Serves on the Leadership Team as a College Officer
- Supervises two vice presidents and service managers of business, police, building and grounds, and community relations.

Accomplishments:

- Rebuilt the campus leadership team and faculty by filling all 21 vacancies;
- Led the campus wide strategic plan that involved all the constituents of the campus;
- Enhanced community relationships with school districts, municipalities, and chambers;
- Co-established the Regional Collaboration Center for dislocated workers;
- Reversed the declining student enrollment trend to a positive 12% FTE fall09 increase;
- Acquired a Title IV - Student Support Services grant of over \$1M and initiated a Title III grant proposal development project;
- Assisted in winning the Training for Tomorrow grant of \$3 M for sustainability design, patient care technician, and home health caregiver certificate programs;
- Resolved budget issues and prioritized core functions of the campus in a transparent process; and
- Increased Digital Art and Technology Alliance programs internships.

2003-2007 Superintendent/President, Imperial Valley College, Imperial, CA

Imperial Valley College: the only community college in Imperial County at the Southeast corner of California, serving 8,119 credit and 5,000 non-credit students during fall 2007 from a service area over 4650 square miles. It had a budget of \$31,864,918 and a General Obligation Bond authorization of \$58.6 M for FY 2006. The College hired 147 full-time and 192 part-time faculty members, and 168 additional full-time employees. Its main campus is centrally located on a 160 acres land with three extended campus centers housed in rental properties at three of the seven major cities in the county.

Responsibilities:

- Superintendent/President is the CEO of the College;
- Serves as the secretary to the seven-member publicly elected Board of Trustees;
- Oversees the entire operation of the College and the District; and
- Carries out the board policies through shared governance in compliance with all pertinent federal, state, and local laws.

Accomplishments:

- Led the district wide visioning process and established a set of master plan goals for the district during 2003-2006 that were sustained by the community as a whole;
- The 58.6 million dollar General Obligation Bond was passed with 63.5% approval rate;
- The College completed accreditation-specific program reviews for all programs and service areas;
- Acquired a federal distance education grant of \$2.7 M and another \$3.2 M grant to develop “2+2” computer science and ADN to BSN programs with SDSU;
- Won a WIA grant of \$600 K to establish a retail skill training center with American Retail Federation and a \$900 K HUD collaboration grant to develop retail skills of underserved people in “Colonia;”
- Developed a one-year Mexican RN & MD conversion to US RN program collaborating with El Centro Regional Medical Center;
- Integrated facility, technology, and education master plans into one master plan; and
- Increased student FTE enrollment by 18% (4th ranked in CA) in FY 2005 by increasing 25 FT faculty positions offering more classes and secured state funding for all the growth.

1997-2003 Provost, Decatur Campus and Rockdale Center, Georgia Perimeter College, Decatur, GA

Georgia Perimeter College: the largest associate-degree granting college of Georgia and the third largest higher education institution of the University System of Georgia, serving 16,500 credit and 6,500 non-credit students during spring, 2002; with a total budget of \$89,000,000; with 320 full-time and 450 part-time faculty members, 533 additional full-time and 425 part-time employees in other classifications; four campuses and two centers serving Metro Atlanta’s 3.7 million population from ten counties.

Responsibilities:

- Provost of Decatur Campus/Rockdale Center as a campus president;
- Responsible for 16% of the college budget, \$14,200,000; and
- Supervises directly an academic services dean, a student services dean, an assistant dean of academic/administration, a learning resource center director, a plant manager, five support staff members and two evening/weekend campus coordinators.

Accomplishments:

- Increased the student enrollment of Decatur Campus by 58% and doubled that at Rockdale Center in 2000-2003 by recruiting in a more comprehensive way, tighter follow-up with applicants, initiating multiple orientation sessions, and building a student study plan database and

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an academic advisement process to provide more accurate class schedules that match student needs;

- Built Cisco Regional and Local Networking Academies and its network with secondary and post secondary education institutions;
- Renovated all science laboratories, the indoor swimming pool, student center, and faculty/staff offices within \$2 million;
- Increased seven full-time faculty positions under the fiscal restraint of 1999-2003 to accommodate the enrollment growth;
- Established the large on-line instructional faculty base that resulted in relatively fast growth in distance learning enrollment;
- Applied shared governance model to manage two campus sites successfully with light top administration and involved the community by initiating and using Citizen Advisory Board. As a consequence, we won support for a new campus for Rockdale and a community fine art center proposal for Decatur; and
- Acquired a \$780,000 Student Support Services grant from Department of Education.

1995-1997 Vice President, Instruction, San Diego Mesa College, San Diego, CA

San Diego Mesa College: a separately accredited comprehensive community college within a multi-college district, serving 323,000 residents of central San Diego County; 24,000 student headcounts in credit studies, non-credit instruction is provided separately by other centers; total budget, \$35,000,000; 250 full-time faculty and 450 adjunct faculty members, 150 additional full-time employees; seven collective bargaining units; and a geographical service area of 4,261 square miles.

Responsibilities:

- Vice President, Instruction is the Chief Academic Officer of the College;
- Responsible for 60% of the college budget, \$21,000,000; and
- Supervises directly 7 school deans, a dean of Learning Resource Center and Information Technology, and five support staff.

Accomplishments:

- Developed Curriculum Balance Model and Capacity Rules with the Faculty Senate through Academic Affairs Committee;
- Chaired the District Discipline Steering Committee to accomplish successfully the district Course Content Review and Pre-requisite Scrutiny Study;
- Led the college enrollment management team to achieve 3% growth after several years of capped enrollment;

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- Reached a consensus through shared governance on allocating 60% of the annual equipment fund to computing needs of the College;
- Expanded internship programs to San Diego Zoo, Four Points Hotel, and Alvorado Hospital;
- Led the successful implementation of a three-year appointment of 35 FTEF adjunct faculty members;
- Designed a decentralized scheduling process and annualized FTEF allocation; and
- Assisted in getting the approval for a new Learning Resource Center building.

1991-1995 Dean of Instructional Services, Southeast College, Houston Community College System, Houston, TX

Houston Community College-Southeast: a comprehensive community college of a multi-campus system serving Houston Metro-area; 6,200 student headcount; total budget of \$12,700,000; 96 full-time and 250 adjunct faculty members, 150 additional full-time employees; and a service area consisted of Southeastern Harris

Responsibilities:

- Dean of Instructional Services: Responsible for 60% of the college budget, \$7,600,000;
- Serves as the Chief Academic Officer; and
- Supervises an associate dean of health sciences, Director of Nursing, five super department chairs, coordinator of computer services, coordinator of Learning Resource Center, and three other support staff.

Accomplishments:

- Increased the college enrollment from 3,500 to 5,148 credit students and another 1200 non-credit students in three years, 1992-1995;
- Built a budget system for the academic administration and computing services that were held accountable to the disciplines they serve;
- Designed and implemented, with a task force, the new campus information technology system, i.e., networked multi-discipline computer lab, library, offices, and smart classrooms with data, voice, and video including satellite download capabilities;
- Built partnerships with area high schools, universities, health science institutions, TV stations, government agencies, banks, and hospitals; and
- Supported and collaborated in winning Department of Energy grants for honors program for five years.

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1987-1990 Dean of Mathematics, Science, and Engineering, Houston Community College System, Houston, TX

Houston Community College System: a comprehensive multi-campus community college serving 3,000,000 residents of Metropolitan Houston; 40,929 credit and 8,591 non-credit student headcounts; total budget of \$170,000,000; 734 full-time and 1,908 adjunct faculty members, 973 additional employees; and a geographic service area of 1,987 square miles, most of Harris County except the northern corner.

Responsibilities:

- Dean of Mathematics, Science, and Engineering: Responsible for 5% of the college budget, \$7,000,000;
- Builds the divisional team, manages enrollment, scheduling, staffing, and prepares curriculum initiation/modifications; and
- Supervises five department chairs, a lab coordinator, and a secretary with two part-time clerks.

Accomplishments:

- Expanded the class offerings and faculty by 65% in three years;
- Created the Engineering Dual-enrollment Program with the University of Houston;
- Planned and developed an ever increasing faculty development project backed by travel funds and computers;
- Guided the largest group of grant projects of HCCS including Energy Department Minority Honors, science open-lab, National Science Foundation Instructional Lab Instrument in physics and biology labs, high school and middle school math/science teacher development, and \$600,000 in advanced technology grant project; and
- Established environmental safety policies and procedures to be in compliance with the Right to Know Law.

1984-1987 Head, Applied Sciences and Technology and Tenured Associate Professor of Engineering Technology, Louisiana State University at Eunice, Eunice, LA

Louisiana State University at Eunice: a two-year branch campus of the LSU System serving 181,995 residents in a tri-parish area; 1,750 student headcount in credit courses; total budget of \$15,000,000; 73 full-time and 47 adjunct faculty members, 100 additional employees; and a service area of 2,248 square miles.

Responsibilities:

- Head, Applied Sciences and Technology: Responsible for 13% of college budget, \$2,000,000;

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- Builds the divisional team; manages enrollment, scheduling, and staffing; and prepares curriculum initiation/modifications; and
- Supervises four coordinators, 15 adjunct faculty members, and two support staff members.

Accomplishments:

- Expanded a statewide fire science associate degree program from 10 to 20 cities and townships;
- Contracted with Private Industry Council for two JTPA programs receiving two grants of \$40,000 each;
- Initiated and conducted corporate training courses in Total Quality Management, computer office skills, statistical process control, and programmable controllers;
- Directed the development of general study degree curriculum, credit by examination, new associate degree programs for the new Division, co-op and internship programs; and
- Designed and established the first computer interactive video laboratory in Louisiana colleges and universities and offered flexible course schedule for shift workers.

1982-1984 Dean of Instruction, Denmark Technical College, Denmark, SC

Denmark Technical College: a two-year residential college of the sixteen-college system under the State Board of Technical and Comprehensive Education of South Carolina serving 51,347 residents of Bamberg, Barnwell, and Allendale Counties; 1616 student headcounts; 33 full-time and 21 adjunct faculty members, 88 additional employees; and a service area of 1,349 square miles.

Responsibilities:

- Dean of Instruction: Responsible for 60% of the college budget, \$3,600,000;
- Serves as the Chief Academic Officer of the College; and
- Supervises directly five department chairs, a Learning Resource Center director, a career center/experiential education coordinator, and two support staff members.

Accomplishments:

- Facilitated successfully as the liaison for the first College Accreditation process and chaired two Self-study Standard Committees;
- Led the design of the College Career Center and the new Learning Resource Center;
- Published a new edition of the Faculty Handbook and implemented a year round in-service training for the whole college; and
- Established student alternate co-op program at Charleston Naval Yard.

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1980-1982 Director, Engineering and Technology Division, Johnson County Community College, Overland Park, KS

Johnson County Community College: the largest comprehensive community college in the 19-college Kansas Community College System serving 451,086 residents in Johnson County; 7,751 full-time equivalent students with 16,000 credit and 16,000 non-credit student headcounts; total budget of \$84,000,000; the 3rd largest higher education institution in Kansas; 270 full-time and 345 adjunct faculty members; four collective bargaining unions; and a service area of 477 square miles.

Responsibilities:

- Director, Engineering and Technology Division: Responsible for 5% of the college budget, \$4,000,000;
- Builds the divisional team; manages enrollment, scheduling, and staffing; and prepares curriculum initiation/modifications; and
- Supervises 10 department heads and program coordinators, a LRC/Learning Lab Director, and a support staff member.

Accomplishments:

- Started up five new technology programs including automotive, metals fabrication, small engine repair, energy, and construction/maintenance;
- Expanded credit, non-credit, community service course offerings by 12%; and
- Established articulations with area vocational and technical schools.

1976-1980 Chairperson, Environmental Science and Engineering Technology, Denmark Technical College, Denmark, SC

College description is the same as above.

Responsibilities:

- Chairperson, Environmental Science and Engineering Technology: Responsible for 23% of the college budget, \$1,400,000;
- Builds the divisional team; manages enrollment, scheduling, and staffing; and prepares curriculum initiation/modifications; and
- Supervises seven full-time and three adjunct faculty members, an auto-tutorial lab coordinator, a media specialist, and two support staff members.

Accomplishments:

- Acquired the College's first National Science Foundation grant of \$136,800 for auto-tutorial lab and courseware development in science and engineering technologies;
- Received training and became certified as a Teaching Improvement Project Trainer by University of Kentucky; and

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- Conducted DACUM sessions to provide program competence charts for the Health Physics Technician and two-year college division chairs.

Faculty Teaching Experiences

1984-1987 LSUE, electronics engineering technology
1974-1980 Denmark Technical College, physics
Part-time University of South Carolina, physics

Education

1976-1982 Ed.D., Community College Education, Nova Southeastern University
1971-1974 M.S., Solid State Physics, University of South Carolina
1966-1970 B.S., Physics, Tunghai University

Professional Affiliations

Advisor for Community Colleges for Baccalaureate Association, 2011
Center of Lifelong Learning Commission, ACE 2009-2012
Midwest Chinese American Science & Technology Association Board Trustee, 2010
Global Education Commission, AACC 2005-2008
Presidents and Chancellors Council, Missouri Community College Association, 2007-2010
Strength Deployment Inventory Facilitator Certified by PSP Global Company
Advisory General, National Council of Associations of Chinese Language Schools
Past President, San Diego and Imperial County Community College Association
Past Treasurer, Southern California Association of Hispanic Serving Institutions
Past Fund Raising Committee Chair, Asian Pacific Association in Higher Education

Community Affiliations

Kirkwood Missouri Rotary Club Member
St. Louis Art Works Board Member
Kirkwood Des Peres Chamber of Commerce Ex-officio Board Member
Regional Chamber and Growth Association Member
Memberships in Clayton, Creve Core Olivetti, Maryland Height, Town & Country, Sunset Hill, Fenton, Webster Grove & Shrewsbury, Afton, and Lemay Chambers of Commerce
United Way St. Louis Multicultural Leadership Council Member
Kirkwood Arts Council Board Member
Ward and Stake Employment Specialist at Church
Past Imperial Valley Economic Development Council Board Member
Past Silicon Border Education and Workforce Development Work Team Member
Past P-16 Council of Imperial County and Business Committee Chair
Past 100 Black Women Association DeKalb Chapter Advisory Board Member

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Honors

FIPSE Comprehensive Grant Proposal Reviewer, 2010
Compass Blueprint Recognition Award for Visionary Planning for Prosperity to Imperial Valley College, for its Expansion, Mobility and Sustainability Program, 2010
AACC Vocational Education Leadership Training Advisor, 2009-2010
AACC Delegation to China, 2008
Imperial County Economic Development Delegation to China, 2007
Leadership 2020, Class of 2004, Staub High Impact Leadership Seminar
Georgia Human Relations Commission member, 2002-2003
Leadership Atlanta, Class of 2002
Regional Leadership Institute, Atlanta Regional Commission, Class of 2000
Leadership Rockdale, Class of 1999
Innovation of the Year, "Architecture Program," by the League of Innovation, 1995-1996
Executive Leadership Institute, Class of 1995, League of Innovation in the Community College
Project Blueprint, Class of 1993, United Way of Greater Houston
Total Quality Service Award, by Houston Community College System, 1993-1994
Innovator of the Year, South Carolina Technical Education Association, 1980

Major Speeches, Presentations, and Publications

Pai, Paul P. (August, 2011) SMU Program. University of Missouri Board Meeting.
Pai, Paul P. (February, 2011) A New University in China. 11th Annual Conference of CCBA
Pai, Paul P. (June, 2010) Banner 8: Effective Uses and Reports. *Wayne County Community College District Workshop*.
Pai, Paul P. (2008) Let Community College Generate New Vitality in the USA. *World Education Information*. 256, 54-57.
Pai, Paul P. (July, 2009) How Does St. Louis Community College Faces Challenges of a Down Economy. *International Forum on Higher Vocational Education*, 1, 16-19
Pai, Paul P., & McElligott, Pamela. (May, 2009) A Creative Process in Strategic Planning. NISOD International Conference.
Pai, Paul P., & McElligott, Pamela. (October, 2008) Collective Voices in the Planning Process. *ACCT, Annual Leadership Congress*.
Pai, Paul P. (June, 2008) U-Center in S-Park Science/Technology Innovation City. *Xisan Economic Development Zone Leadership*, Wuxi, Jiangsu Province, China
Pai, Paul P. (April, 2005) Community College Visioning Process. *AACC, Annual Conference*
Pai, Paul P., & Acuna, Carlos R. (October, 2004) Strategic Planning and Bond Election. *Community College League of California. Annual Conference*
Forty Six Town Hall Presentations on IVC Needs and Goals at School Boards, City Councils, County Board of Supervisors, Imperial Irrigation District Board, and Civic Clubs, 2004
Pai, Paul P. (October, 2004) IVC's Impact on Economic Development of Imperial County. *Imperial Irrigation District, El Centro, California*
Pai, Paul P. (October, 2005) Leading the Way through Explosive Growth. *Annual Imperial*

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Valley Economic Development Summit, 5th

Pai, Paul P. (2004-2009) Mentor. *Leadership for Education and Administration Program, APAHE*, California Polytechnic University

Pai, Paul P. (March, 2003) Opening Remarks. September 11 Commemorative Service of International Firefighters Association

Pai, Paul P. (September, 2001) Volunteerism in the Community. *American Red Cross of Atlanta, Annual Conference of Volunteers*

Pai, Paul P. (March, 2001) How do youth change lives of others. *Super District 7 Teen DeKalb Lock-in Jamboree*, DeKalb County, Georgia

Pai, Paul P., & Simpson, Jim. (2001) Cooking with and Networking with Cisco: A Recipe for Success in New Program Development and School/College Feeder Pattern. *League for Innovation in the Community College, Annual Innovations Conference*

Pai, Paul P. (1999) Web Campus Applications for an Ever Increasing Audience. *League of Innovation Technology Conference*

Accreditation Visits

Hosts and Self Study Committees, St. Louis Community College, MO for HLC/NCA, 2008

Hosts and Self Study Steering Committee, Imperial Valley College, CA for WASC, 2007

Accreditation Reaffirmation Original Team of Merritt College, California for WASC, 1997

Accreditation Reaffirmation Visiting Team of Pelicippi State College, TN for SACS, 1993

Accreditation Reaffirmation Visiting Team of Holmes Community College, MS for SACS, 1995

Accreditation Reaffirmation Visiting Team of Seminole Community College, FL for SACS, 1994