

Vikash A. Lakhani

Educational Background:

Ed.D. Educational Leadership, California State University, Fresno, *expected* December 2018

M.B.A. California State University, Bakersfield, CA, 2006

B.Sc. United States International University, Nairobi, Kenya, 2003
Major: Information Systems and Technology.

Strengths:

- Organizational Behavior: Motivation; Personnel Administration.
- Business Process Re-engineering: Rightsizing; Increasing Efficiency.
- Strategic Planning; Program Development and Evaluation; Budget Administration.
- Problem Solving; Quantitative and Qualitative analysis, Writing, and Public Speaking.
- Research, Proposal Development, and Grant Writing.
- Customer Service: Training and Delivery.
- Marketing and Communications.
- Systems Knowledge: implementation, administration, and redesign.
- Student Success Initiatives: design, implementation, and oversight.
- Community Partnerships: development and oversight.

Professional Experience:

- ASSISTANT VICE PRESIDENT FOR STUDENT SUCCESS, RETENTION, AND GRADUATION INITIATIVES, Division of Academic Affairs, California State University, Bakersfield, Bakersfield, CA January 2016 to Present.

Responsibilities:

- Provide leadership to the offices of:
 - Academic Advising and Resource Center
 - Early Assessment Program
 - Early Start
 - Educational Opportunity Program
 - Testing Center
 - Southern San Joaquin Valley CAL-SOAP
 - Educational Talent Search (ETS)
 - College Assistance Migrant Program (CAMP)
 - Roadrunner Parents' Association
 - University Tutoring and Academic Support Programs
- Serve as the Co-Chair for the Graduation Initiative Committee.

- Lead the development and implementation of The University Promise.
- Serve as a member of the Block-Scheduling implementation committee.
- Serve as a member of the First Year Seminar redesign and assessment committee.
- Work with feeder community colleges to strengthen the transfer student experience as well as the Associate Degree for Transfer (ADT) process.
- Lead the re-design of the New Student Orientation Program.
- Lead the implementation of the Spring Preview Program (extended orientation).
- Lead the design and implementation of the Supplemental Instruction Program
- Lead the design of the 15 to Finish program.
- Lead the re-design of the campus wide template for academic roadmaps.
- Serve as the Co-Chair of the African American Affinity group focused on recruitment and retention of African American students.
- Member of the American Association of Blacks in Higher Education.
- Lead the development, implementation, and coordination of programs designed to support student academic success and improve retention and graduation rates.
- Lead the development and implementation of early alert & intervention systems to identify students experiencing academic difficulty and reduce the numbers of students placed on academic probation and/or dismissal.
- Lead the design and implementation of evaluation and follow-up studies to determine the effectiveness, performance, and future needs of programs.
- Guide academic divisions and the University as a whole in cutting-edge approaches to increasing student retention and success and institutional effectiveness. Make recommendations for university-wide improvement opportunities.
- Lead the development and implementation of strategies for increasing student, faculty, and staff participation in retention programs.
- Lead the development of rules, policies, and procedures for GradesFirst, eAdvising and other appropriate Retention Alert modules.
- Collect and organize information on what causes students to leave CSUB and develop policy recommendations on solutions, alternative systems, and procedures to increase retention.
- Lead the implementation of research studies to support academic, student success, strategic planning, and other enrollment initiatives that are aligned with the strategic outcomes and priorities of the university.
- Lead the Advising Leadership Team, commissioned by the Provost, to develop a campus wide academic advising plan. The team consists of Deans and Associate Deans.
- Work with Institutional Research on developing a research agenda around Student Success, Retention, and Graduation.
- In collaboration with Institutional Research, lead the development of data dashboards around Enrollment, Student Success, Retention, and Graduation.
- Serve as the lead to the campus community on national best practices around student success initiatives.

- ASSOCIATE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT, Division of Enrollment Management and Student Affairs, Humboldt State University (HSU), Arcata, CA November 2013 to December 2015.

Responsibilities:

- Provide leadership to the offices of:
 - Financial Aid
 - Registrar
 - Admissions
 - Outreach
 - New Student Orientation and Preview Programs
 - Early Assessment Program
 - Early Start
 - GEAR-UP
 - Student Academic Services Outreach Program (SASOP)
 - Talent Search
 - Upward-Bound.
- Served as acting Vice President for Enrollment Management and Student Affairs in absence of the Vice President.
- Served on the Enrollment Management and Student Affairs executive leadership team.
- Led the development of the strategic plan, beacon statement, and values statement for the Division of Student Affairs and Enrollment Management.
- Served as the Enrollment Management Lead for the U.Direct (degree planning) implementation committee commissioned by the Provost.
- Designated by the President as the Chief Enrollment Planning and Reporting Officer to the Chancellor's Office which included reporting on student reports/files, academic load data, and state legislature accountability reports.
- Managed an annual budget of over \$5 million.
- Advised the VPMSA, the President, and the President's Cabinet on enrollment targets, enrollment trends, and impact of enrollment management on university budget. Developed enrollment forecast models using predictive analytics.
- Advised the President and the President's Leadership Team on best practices around the recruitment and retention of students from underrepresented backgrounds and international students.
- Led a team that consisted of the University Budget Director, Director of Institutional Research, and Enrollment Management leadership in developing enrollment projections, models, and trends for report to the President's leadership team.
- Founded and led a committee comprised of Academic Deans to strengthen collaboration between Academic Affairs and Enrollment Management and to best understand enrollment goals within the academic colleges.
- Led the coordination and implementation of, in collaboration with key campus constituents, the strategic enrollment management, recruitment, and communication plans.

- Provided leadership to the Director of Financial Aid on building in continuous improvement in awarding strategies. Redesigned scholarship awarding practices to promote an increase in enrollment from local area students.
 - Worked with the Director of Housing on meeting the goals of housing and residential life.
 - Served as the President's representative for programs and projects between the campus and the local K-12 school districts as well as the County Office of Education.
 - Increased the diversity of the student body at HSU by 10% over 3 years. The diversity of the applicant pool further increased by over 15% over 3 years.
 - Provided leadership to the Preview Plus Program which brought underrepresented students across the state to campus for an overnight experience with current resident students. On average, 70% of the participants were from an underrepresented background. 50% of the participants on average enrolled at the institution the following year.
 - Led the development of annual program review plans for all units under Enrollment Management.
 - Served as an ex officio member on the University Resources and Planning Committee.
 - Restructured out of state recruitment strategies in order to maximize revenue to the University.
 - Led a team that developed on-line steps to enrollment that was integrated with the student information system to ensure a seamless transition for students and an increase in enrollment yield.
 - Formed a communications team that was charged with developing a campus wide K-12 to Graduation communication plan.
 - Formed an Enrollment Management data taskforce that was charged with providing support and data on all EM assessment initiatives.
 - In collaboration with the Associate Vice President of Institutional effectiveness, led the development of data dashboards around Enrollment Management (please see accomplishments section below)
 - Served as Co-Chair of the Innovations Award Advisory Committee.
 - Chaired the Orientation Advisory Committee.
- ASSOCIATE VICE PRESIDENT FOR ENROLLMENT MANAGEMENT, Division of Enrollment Management and Student Affairs, Humboldt State University (HSU), Arcata, CA (40%) and EXECUTIVE DIRECTOR FOR ENROLLMENT MANAGEMENT, Division of Enrollment Management, California State University, Bakersfield, Bakersfield, CA (60%) July 2013 to October 2013
 - During the transition to my position at HSU, I split my time between HSU and CSU Bakersfield:
 - Began working with direct reports at HSU on budget, personnel, and action plans for the upcoming year.
 - Began working with the HSU Vice President for Student Affairs and Enrollment Management in updating the Enrollment Management Strategic Plan.

- Began working with direct reports at HSU on setting the mission, vision, and goals for Enrollment Management.
 - Helped finalize the restructure of academic advising at CSU Bakersfield.
 - Helped finalize the development of an intervention plan for at-risk students at CSU Bakersfield.
 - Worked with the Associate Vice President for Enrollment Management at CSU Bakersfield to finalize the transition plan for my position.
- EXECUTIVE DIRECTOR FOR ENROLLMENT MANAGEMENT, Division of Enrollment Management, California State University, Bakersfield, Bakersfield, CA February 2011 to June 2013

In addition to the existing responsibilities described under the Director of Operations and Early Intervention Programs below, assumed the following responsibilities:

- Provide direct oversight to the Academic Advising and Resource Center:
 - Led the development of annual program review plan.
 - Responsible for department budget.
 - Responsible for the department's strategic direction.
 - Developed a core of professional advisors on campus.
 - Coordinated academic advising delivery among all advisors on campus.
 - Provided oversight to the academic probation program including the development and assessment of workshops and intervention plans.
 - Instituted a mandatory academic intervention program.
 - Developed an at-risk program for student who are close to following on academic probation.
 - Participated in and present at the Access to Success campus wide forums on retention and graduation.
 - Provided oversight to academic advising for student athletes.
 - Provided oversight to the Academic Advisor for Satisfactory Academic Progress (SAP).
 - Worked with the Deans, AVP for Academic Programs, Academic Senate, and Faculty in the development, implementation, and analysis of advising and retention programs and or policies.
 - Provided dual oversight and assistance with strategic planning and annual program review to the following:
 - Director of Career Beginnings
 - Coordinator of the Educational Opportunity Program (EOP)
 - Director of International Students and Programs
 - Director of the University Testing Center
- DIRECTOR OF OPERATIONS AND EARLY INTERVENTION PROGRAMS, Division of Enrollment Management, California State University, Bakersfield, Bakersfield, CA September 2009 to February 2011.

Responsibilities:

- Provided oversight to the operations of the following Early Intervention Programs:
 - Early Start
 - Early Assessment Program
 - CSU College Corps Program
- Served as the administrator for RIAP (Reading Institute for Academic Preparation)
- Partnered with other CSUB efforts and institutions to leverage resources and services to assist high school students meet CSU eligibility.
- Coordinated the administration and collaboration of outreach services, policies, requirements and procedures to ensure that standards in these activities are aligned with CSU placement standards.
- Collaborated with various entities within the Division of Enrollment Management and Institutional Research, Planning, and Assessment to develop a systematic process and educational pipeline in terms of outreach, testing, tracking, and early intervention.
- Continued to serve as a member of the Enrollment Management Directors' group and the Strategic Enrollment Management Team.
- Analyzed enrollment trends on a weekly basis and helped make decisions that allow the Division to meet the annual target.
- Worked closely with University Outreach to track number of applicants, evaluate outreach activities, and continuously improve communication mediums and efforts.
- Served as a member of the CSUB/Bakersfield College Transfer Advisory Committee.
- Provided assistance to the CSUB transfer center in preparing for all on-site admissions events at Bakersfield College. Provided technical support at Bakersfield College on the day of the event.
- In a team environment, evaluated and improved all the processes within the Admissions and Records office.
- Provided monthly customer service training to over a 100 full time and part time employees.
- Provided assistance to 12 key campus departments within the Division in terms of program improvement, increasing efficiency, information technology, and developing communication strategies.
- Served as the chair of the Communications Committee: developed, implemented, and managed a marketing & advertising strategy both from a business, sales and technical perspective. Collected and analyzed data to evaluate existing and potential service markets.
- Represented the Associate Vice President at important meetings both on and off campus.
- Supervised the One Stop Shop Counselor. Managed the admissions front counter operations including processes, procedures, and schedules.
- Managed a team of 10 to 12 student assistants (part time employees).
- Worked with various other departments and key officials on campus to improve the services provided to students some of which include the Student Financials

- office, the Academic Deans, the Dean of Undergraduate Studies, the Assistant Vice President for Institutional Planning and Research, Associate Vice President for Information Technology, and the Vice President for University Advancement.
 - Maintained the institution's first ever One-Stop Shop webpage.
 - Served as the system administrator for all of the Enrollment Management Technology products.
- SPECIAL ASSISTANT TO THE ASSOCIATE VICE PRESIDENT, Division of Enrollment Management, California State University Bakersfield, Bakersfield, CA April 2006 to September 2009.

Responsibilities:

- Served as a member of the Enrollment Management Directors' group and the Strategic Enrollment Management Team.
- Served as a member of the Foundations of Excellence Steering Committee: Performed survey administration and in-depth data analysis, developed an action plan based on the data analysis, provided technical support including website development, designed promotional materials, and organized training sessions for faculty, staff, and administrators. Coordinated the first ever joint CSUB/Bakersfield College retreat with over 40 participants to help develop a joint action plan.
- Analyzed enrollment trends on a weekly basis and help make decisions that allow the Division to meet the annual target.
- Analyzed and reduced on a quarterly basis, the number of students on the list to be de-registered for non payment of fees. The number of students being de-registered was reduced from an average of 1,500 to an average of less than 200 through communication and close collaboration with the offices of Student Financials, and Financial Aid.
- Worked closely with University Outreach to track number of applicants, evaluate outreach activities, and continuously improve communication mediums and efforts.
- Provided assistance to the CSUB transfer center in preparing for all on-site admissions events at Bakersfield College. Provided technical support at Bakersfield College on the day of the event.
- In a team environment, evaluated and improved all the processes within the Admissions and Records office.
- Served as a member of the implementation committee for a document imaging system for Admissions and Records and Financial Aid.
- Provided monthly customer service training to over a 100 full time and part time employees.
- Provided assistance to 12 key campus departments within the Division in terms of program improvement, increasing efficiency, information technology, and developing communication strategies.
- Served as the chair of the Communications Committee: developed, implemented, and managed a marketing & advertising strategy both from a business, sales and

technical perspective. Collect and analyze data to evaluate existing and potential service markets.

- Represented the Associate Vice President at important meetings both on and off campus.
- Led the effort in the implementation of the One Stop Shop. Supervised the One Stop Shop Counselor. Managed the front counter operations including processes, procedures, and schedules.
- Managed a team of 10 to 12 student assistants (part time employees). Analyzed the impact and value of student assistants on the budget and adjust accordingly to balance between paid student assistants and work study students. A re-evaluation resulted in a savings of approximately \$40,000.
- Served as coordinator for the University's first ever Early Start Program: program development, evaluation, and improvement.
- Worked with various other departments and key officials on campus to improve the services provided to students some of which include the Student Financials office, the Academic Deans, the Dean of Undergraduate Studies, the Assistant Vice President for Institutional Planning and Research, Associate Vice President for Information Technology, and the Vice President for University Advancement.
- Served as Interim Director for the International Students and Programs Office (6 months): oversee the operations of the office, serve as the Designated School Official and meet with International Students for advising, issue I-20's for all admitted international students, maintain students in the federal Student Exchange and Visitor Information System (SEVIS), and supervise the International Students and Programs assistant. With minimal training, understand all the rules, laws, and regulations pertaining to international students.
- Led the development of the institution's first ever One-Stop Shop webpage.
- Helped design marketing materials such as company logo, catalogs, brochures, and posters.

- **Other Professional Accomplishments:**

- Awarded \$125,000 by the College Futures Foundation for a transfer success planning grant with anticipation for a multi-million-dollar implementation grant for next year. (CSU Bakersfield)
- Served on a team that worked with a consultant to write the most recent Title-V STEM grant. The campus was awarded a \$6 million for 5 years. (CSU Bakersfield)
- Secured a 7 year \$3 million Gear-UP grant (HSU)
- Led the writing of the proposal that received \$3 million from the State of California as an Award for Innovation in Higher Education (HSU)
- Achieved record freshmen and transfer enrollment each academic year at Humboldt State University
- Increased the diversity of the student body at Humboldt State University
- Implemented enrollment dashboards at HSU to provide Academic Deans and other campus constituents with access to live enrollment data:
<http://www2.humboldt.edu/irp/EMWG.html> (HSU)

- Chair of the Southern San Joaquin Valley California Student Opportunity and Access Program (Cal-SOAP) (CSU Bakersfield)
- Member of the President's Enrollment Advisory Council (CSU Bakersfield)
- Trained a coalition of 50 Community Based Organizations (CBOs) and Faith Based Organizations (FBOs) on the development of business plans
- Nominated by the Provost to participate in the Regional Education for Achievement in Leadership (REAL) program. (CSU Bakersfield)
- Member of the Community Advisory Council for Bakersfield High School
- Member of the CSU Bakersfield/Bakersfield College advisory committee.