

Resume of
Jay V. Kahn

Interim President
Keene State College
229 Main Street
Keene, NH 03435
(603) 358-2116/FAX (603) 358-2124
E-mail: jkahn@keene.edu

EDUCATION

- Ph.D.** Political Science, University of Illinois-Chicago, Chicago, Illinois, 1988; Specialization in Public Policy Analysis;
- M.A.** University of Illinois-Springfield, Springfield, Illinois, 1976, Public Administration
- B.A.** Northern Illinois University, DeKalb, Illinois, 1972, Communications, Psychology

ADMINISTRATIVE EXPERIENCE

Interim President – Keene State College, Keene, New Hampshire, 2012-2013

Keene is one of three residential campuses in the University System of New Hampshire. The President is Chief Executive Officer of the President reports to the Board of Trustees. Located in southwest New Hampshire, the College is known for its commitment to quality undergraduate education. The College is a leader among public liberal arts colleges and is at the cutting edge of several national high impact learning initiatives. The President is the chief advocate for the College to legislative, alumni and civic representatives and plays a major role in fund raising and assuring fiscal stewardship and sustainability for the College, whose total net assets are \$200M. Enrollment totals over 10,000 credit and non-credit students and annual budget totals \$129 million.

Major Accomplishments

External Relationships - Lead a variety of relationship building initiatives: Business Roundtables, including corporate sponsorship, to create career paths for our upper division students; Visit and host State's congressional delegation, Governor and candidates, and elected legislative leaders and generating great interest in innovative programs; Speak at statewide Forum on the Future, local rotaries and radio and NH public radio; host on and off-campus alumni and parent events; convening Regional Center for Advanced Manufacturing partners; build a stronger President's Council; launch KSC Advocates for restoration of state funding; launch KSC Student Ambassador's program

Financial Stewardship – Led efforts to raise \$2 million for new Technology, Design and Safety Center equipment and programs; Worked to accomplish \$1.4 million land gift; lead campus through unprecedented state appropriation reduction and exceed financial performance targets

Partnerships – Visit major regional employers to develop business partnerships that mentor and recruit KSC students; with Provost visit all seven community colleges in NH and increase transfer articulation agreements; develop shared degree programs with other USNH institutions and out-of-state institutions

Enrollment Stability – Meet weekly with students to develop stories and enlist ambassadors; launch assessment efforts to understand campus climate, persistence to degrees and attrition; build pipelines for underserved populations—students of color, transfers, adults and veterans

Governance Transformation –Member of University System Administrative (CEO) Board during a period of revision to campus-system-board relationships, including transforming board policies, reporting relationships and communications

Vice President for Finance & Planning, Keene State College, Keene, New Hampshire, 1988-2012

I served as chief financial, planning and facilities officer reporting to the President, during a period of significant mission, curricular, enrollment, facilities and town-gown transformation. The VPF&P provides broad leadership for campus planning, financial services and administrative functions, and works collaboratively with the Provost and Vice Presidents for Student Affairs and Advancement to ensure a campus environment fostering student, faculty and staff success, high impact learning and improved student outcomes. The VPF&P represents the College to the University System of New Hampshire Board of Trustees, City of Keene, the Keene Endowment Association, donors, legislators and committees, and many community leaders and organizations.

Major Accomplishments at Keene State College

Co-chaired (with faculty member) the College Planning Council charged with recommending a comprehensive strategic plan, including recommending strategies to fulfill the goals of the strategic plan; the Council is charged with reviewing the College's mission, developing evaluative criteria and developing a continuous cycle for evaluating and updating the strategic plan

Led campus participation, collaboration and decision-making processes resulting in campus master plans, technology plans, enrollment plans and strategic plans, presented and accepted by University System of New Hampshire Board of Trustees

Led campus master planning and specific facility planning processes with faculty, students and staff, creating academic and student life facility improvements totaling \$225 million, working directly with KSC's administrative team, Trustees, legislators, donors and regulatory agencies; Co-chaired all major facility planning projects with an appropriate Academic or Student Affairs leader; all projects were completed on time and on budget and contributed to creating an award winning campus setting

Provided leadership to College enrollment planning: establishing incoming student enrollment targets taking into account retention data; balancing the campus' fiscal needs and ability with serving our students well; establishing financial aid assistance programs that meet student quality and diversity goals, while stabilizing the campus from unexpected enrollment surges and drops; and with the Provost and VP for Student Affairs improving enrollment management and retention policies

Worked with campus President, Vice Presidents, faculty and staff to develop sustainable technology platforms; established a service-oriented technology department that supports recurring investments in academic department technology, media enhanced classrooms, general computing labs, campus enterprise computing software, reliable network infrastructure and residential student technology services

Established efficient and effective financial systems and controls that align budgets and budget processes with campus strategic plans and priorities; enabled the College to be recognized financially as the best-managed campus in the University System of NH; built campus fiscal reserves to cushion funding shortfalls and provide transition funding for campus initiatives, early retirements and separation incentives; established campus cost center principles, through which accumulated fund balances are held in reserve by Deans and Principal Administrators for future investment

Stabilized and built positive working relationships with the City of Keene appointed and elected officials. Appointed by City of Keene Mayors to serve on Community Goals Committees and

other City planning committees; past Chairman of the Greater Keene Chamber of Commerce and the Monadnock Economic Development Corporation; Serve on the regional hospital board and statewide Court Appointed Special Advocates (CASA-NH)

Secured major gifts for: the Science Center Capital Campaign; endowments for the Cohen Center for Holocaust and Genocide Studies; creation of MonadNet (community Internet access provider); and creation of the Greater Keene Chamber of Commerce Workforce Development Coordinator, served as Governor's appointee to the NH Workforce Opportunity Council (WIA) and elected to its executive committee

Co-led College self-study committees through two successful regional reaccreditations, and represented the College on NEASC self-study teams visiting over 15 peer institutions

Associate Vice President for Administration & Planning, Governors State University, University Park, Illinois, 1982-1988

Reporting to the Vice President for Administration and Planning, the Associate Vice President for Administration and Planning was responsible for the operations of the following units: Business Operations, Department of Public Safety, Institutional Research Office, Personnel Office, Physical Plant Operations and the Regional Employment Network; responsible for preparing university planning statements, operating and capital budgets, and institutional research reports and was the primary liaison to the Illinois Board of Higher Education staff

Major Accomplishments at Governors State University

Established and directed campus strategic planning process, providing recommendations to University President linking University objectives with annual budgeting processes and enrollment goals, led campus institutional research processes and environmental scanning processes and was lead staff person to University Planning, Budget and Facility Planning committees

Provided administrative oversight required to link two vice presidential areas--research and planning, and administration—into one Vice Presidential area for Administration and Planning

Established legislatively funded Regional Employment Network, matching unemployed and underemployed adults with regional employers and available positions

Provided survey research services to area community colleges, contributing to University-community college articulation efforts

Represented the University on the Suburban Library System Board of Directors and served as Chairman of the Board that provided library automation and material sharing among 181 community, public school and higher education libraries

Participated in collective bargaining processes for faculty and staff negotiations

Director, Budget Planning & Management, Governors State University, University Park, Illinois, 1978-1982

Coordinated the University Planning Process, including preparation of an annual University environmental condition statement, unit budget and planning submission formats and guidelines, and strategic planning statements recommended to the University Planning Committee and the President; prepared annual Resource Allocation and Management Program requests (operating and capital funding requests) to the Board of Governors, Board of Higher Education, and legislative staffs

Prepared the annual University Internal Budget for appropriated and nonappropriated funds, developed and maintained a budget planning information system, planned \$15 million of funded

capital projects, and prepared reports on past expenditures and future allocations for all agencies and staffs involved in operating and capital budget processes, including governing board, coordinating board, legislative and executive staffs; other duties included coordinating personnel matters related to position control, payroll changes, salary increase policies, achieving staffing levels, and authorizing requests to fill vacant positions, and directed institutional research studies related to clientele needs, staffing levels, and resource allocations

Assistant Director for Academic and Health Affairs, Illinois Board of Higher Education, Springfield, Illinois, 1976-1978

Reported to the Deputy Director of Academic and Health Affairs, served as Assistant Director for Academic and Health Affairs, working with Illinois' 13 public universities and coordinated staff review of their funding requests, program reviews and planning statements, prepared recommendations and reports for the Executive Director's presentation to the Illinois Board of Higher Education and the General Assembly

Major Accomplishments at the Illinois Board of Higher Education

Developed the first information system of college and university degree programs and off-campus programs

Served as liaison to the Illinois Council on Continuing Higher Education, University Extension Committee, and a Master Plan Committee on Community Services and Continuing Adult Education

Principal staff analyst for first Illinois Study of Adult Learners, prepared and funded by the Illinois Board of Higher Education, the Illinois Office of Education, and the State Advisory Council on Adult, Vocational and Technical Education

Served on the team designing the Public University Cost Study, using an induced course-load matrix for categorizing campus expenses and comparing them to the averages of all public universities

Staff Associate in Academic & Health Affairs, Illinois Board of Higher Education, 1975-1976

Prepared staff analyses of program reviews and requests from public universities; prepared staff analysis for review and recommendation of annual public university operating budgets; assisted in the development of the Board's Management Information Systems; and prepared staff reports and program approval guidelines and recommendations on off-campus programs

Research Associate in Academic Affairs, Illinois Board of Higher Education, 1973-1975

Assisted with staff analysis of public university program requests and annual operating budget requests; maintained public university program inventories; monitored actions of public university governing boards for the executive director; and answered correspondence for the executive director and deputy director of Academic Affairs

PROFESSIONAL SERVICE

New England Association of Schools and Colleges, Commission on Institutions of Higher Education, elected commissioner 2013 to 2016. The Commission makes decisions on accreditation policies and institutional accreditation decisions for colleges and universities in the six New England states and eight in other countries. The Commission is recognized by the Council on Higher Education Accreditation and by the U.S. Department of Education as a reliable authority on the quality of education.

Society of College and University Planning, Ann Arbor, MI, At-large member, Board of Directors, 2010-2013

National Association of College and University Business Officers, Comprehensive and Doctoral Institutions Council, 1998-2002, Chairperson, 1999, 2000, 2001 and 2002. Annual Meeting Program Planning Committee, 2003 and 2006, Convener of COPLAC interest group sessions

New England Association of Schools and Colleges, Boston, Massachusetts, Visiting Team Member, 1989-Present - Served on 17 visiting teams to public colleges and universities in Connecticut, Massachusetts, Maine and Vermont

American Association of University Administrators, Board of Directors, 1993-1996

ECONOMIC DEVELOPMENT AND REGIONAL SERVICE

New Hampshire Workforce Opportunity Council, State WIA Board, Concord, New Hampshire, Governor's appointee, 1999-2013, Executive Committee, 1999-2013

Cheshire Health Foundation and Cheshire Medical Center Board of Directors, Keene, New Hampshire, 2005-2014, Chairman of the Board, 2012 and 2013, Executive Committee, 2008-2013

Monadnock Economic Development Corporation, Board of Directors and Finance Committee, 1995-2012, Chairperson 2000 and 2001

Greater Keene Chamber of Commerce, Keene, New Hampshire, Board of Directors, 1993-2000, Chairperson-elect, 1998, Chairperson, 1999-2000

CASA-NH Court Appointed Special Advocates, Manchester, NH, Board of Directors, 2001-2008

Co-founder of MonadNet Corporation, a regional Internet access provider for New Hampshire's Monadnock region, Executive Committee, 1994-1997

Keene Downtown Revitalization Committee, Keene, New Hampshire (Executive Committee and Finance Committee, 1994)

Keene Industrial Development Corporation, Keene, New Hampshire, Board of Directors, 1988-1994, President, 1991

City of Keene, Keene, New Hampshire, Community Goals Committee, 2002-2003, Economic Master Plan Committee, 1992-1993, Transportation Corridors Committee, 1995-1996, and Waste Landfill Study Committee, 1996-1997, Fire Station Relocation Study, 2003

Suburban Library System, Burr Ridge, Illinois, Board of Directors, 1985-1988, Chairman, 1987-1988, Chairperson of Finance Committee, 1986 - SLS is the largest of 18 regional library consortiums in Illinois, comprised of 181 public, academic, high school and special libraries with an annual budget of \$8 million

Crete Public Library District, Crete, Illinois, Library Board Director, 1983-1987, Treasurer, 1985-1987

SELECTED PUBLICATIONS & PROFESSIONAL PRESENTATIONS

- “Interactive Classroom Space: High Impact Learning,” co-presenter with Jennie Narum, Leila Kamal, Aislynn Sherry, and Caryn Grape, Society for College and University Planning Annual Meeting, Chicago, IL July 2012
- “Integrated Planning and Resource Alignment,” co-presenter with Karen House, Melissa Laughner, Gordon Leversee, Society for College and University Planning-47, Chicago, IL, July 2012
- “Improving Outcomes from Your Planning Process during Turbulent Times,” Planning for Higher Education, pgs. 5-6, Society for College and University Planning, Ann Arbor, MI, October-December 2011
- “In Perfect (Imperfect) Harmony: Keene State College and Keene Rebalance Community Relations Through Historic Preservation,” Planning for Higher Education, pgs. 159-166, Society for College and University Planning, Ann Arbor, MI, October-December 2010
- “Mastering the Dollars and Sense of Capital Program Management,” co-presenter with Trina Mace Learned, Society for College and University Planning-46, National Harbor, MD, July 2011
- “Found in Space: Observational Evidence for Informal Gathering Spots,” co-presenter with Donald Clemmenson, Gordon King, Aislynn Sherry, Heather Taylor, Society for College and University Planning National Meeting, Washington, DC, July 2011
- “Creating New Revenue Streams to Fund Capital Project,” panel participant with Craig Bazzani, Frederic Marienthal, Michael Bair, Cecil Phillips, and Roger Goodman, National Association of College and University Business Officers Annual Meeting, San Francisco, CA, July 2010
- “The Business Case for Sustainability,” with John Cusack, Jeb Spaulding, Elaine Clark and Rick Matilla, New England Board of Higher Education, Boston, MA, May 2009
- “Mission Critical: Strategies for Saving Our Mid-Century Campus Heritage,” with Meredith Bzdak and Joan Goodrich, Society of College and University Planning, Richmond, VA, April 2006
- “Business Officer’s Role in the Campus Executive Team,” with Janet Hamilton and Barbara Johnson, National Association of College and University Business Officers, Vancouver, BC, July 2002
- “The Business Officer’s Role in Fund Raising,” with Charlie Gillespie, National Association of College and University Business Officers, Vancouver, British Columbia, July 2002
- “The Business of Student Affairs: Leading in the 21st Century,” Panel Participant, National Association of Student Personnel Administrators, Boston, MA, March 2002
- “Strategies for Succeeding in the Knowledge Economy,” Keynote Address to the New England Chapter, Association of Physical Plant Administrators, Keene, NH, March 2001
- “Centralized Information Technology Planning in an Alternative Model,” with Robert Golden, Society for College and University Planning, North Atlantic Regional Conference, NY, March 1999
- “Charting a New Direction: A Collaborative, Sustainable, Customer-Based Model for Information Technology,” with Robert Golden, Business Officer, Washington, D.C., July 1998
- “Student Support Services: Blending Departments,” with Jonas Cook, National Association for College and University Business Officers, Las Vegas, Nevada, July 1998

- “Technology Planning: An Interactive Workshop for Building Sustainable Campus Technology Plans,” with Robert Golden, American Association of Colleges and Universities, Washington, DC, January 1998
- “Vision to Reality: A College Sets Its Goals and Transforms Its Campus to Meet Them,” with Roger Vogler and John Jennings, Society for College and University Planning, San Francisco, California, July 1994
- “Restructuring Higher Education,” with James Appleberry and Judith Sturnick, American Association of University Administrators, International conference, Dublin, Ireland, 1993
- “Lasting Change Through Campus Planning: A Model for the 1990’s,” Association for Institutional Research, Chicago, Illinois, 1993
- “TQM at Colleges and Universities,” American Association of University Administrators, Cincinnati, Ohio, 1992
- “Who Takes What Where--Defining Adult Education Attendance Patterns,” American Association of University Administrators, Chicago, Illinois, 1988
- “The Implications of an Aging Society on Educational Participation,” Illinois Professional Adult Continuing Educators, Chicago, Illinois, 1986
- “Political and Economic Influences on Management Policy,” panel participant, Northeast American Institute for Decision Sciences, Williamsburg, Virginia, 1986
- “Planning in Higher Education Institutions,” with Dr. Virginio L. Piucci to faculties at University of Sassari, Sardinia, Italy; Pontifical College, Madrid, Spain; University of Yarmouck, Irbid, Jordan; Technical Institute of Athens, Greece; Prairie State College, Chicago Heights, Illinois, 1985
- “Forecasting Adult Participation,” presented to Illinois Association for Institutional Research, Springfield, Illinois, 1985
- “Upper-Division Universities and Their Influence Upon American Higher Education,” presented by Dr. Leo Goodman-Malamuth to Danbury Management Institute, Chelmsford England, 1985
- “Planning for Outcomes,” with Peter Ewell, American Association of University Administrators, Chicago, Illinois, 1984
- “The Application of a State-Mandated Non-Academic Program Review Process in a Multi-Institutional Setting,” Illinois Association for Institutional Research, 1982

GRANTS RECEIVED

- “Establishing a Community Network and Internet Connection in the Monadnock Region,” Markem Corporation, Keene, New Hampshire, 1994
- “Study of the Business Climate in the South Suburbs,” (Designed to benefit local governmental units and regional planning agencies marketing the region, Illinois Department of Commerce and Community Affairs, Springfield, Illinois, 1986
- “Development of a Computerized Job Bank of the Unemployed and Underemployed in the Chicagoland Area,” Illinois Department of Commerce and Community Affairs, and experimental program linking job seekers with area employers through applicant assessment and computerized searching procedures, 1985-1986

Title III, Strengthening Developing Institutions Program, a four-year award to Governors State University, the US Department of Education, 1982-1985

“South Chicago Metropolitan Area Planning Consortium,” funded by the Illinois Board of Higher Education, Higher Education Cooperation Act Grant, with three community college and Governors State University, 1981-1982

“Study of South Chicago Metropolitan Area Adult Learners,” funded by the Illinois Board of Higher Education, Higher Education Cooperation Act Grant, with five community colleges and Governors State University, 1980-81

POST-DOCTORAL EDUCATION

Institute for Educational Management, Harvard University, Cambridge, MA, 1992

AWARDS

American Institute of Architects—New Hampshire Chapter—Honorary Membership – bestowed January 2013, Bedford, NH

FACULTY EXPERIENCE

Adjunct Faculty, School of Science and Social Sciences, “Principles of Management,” Keene State College, Keene, NH, 1990, 1995, 1997 and 2002

Faculty, National Association for College and University Business Officers, “New Business Officers Program,” 2003 and 2004, faculty for workshop on “Integrated Budgeting and Planning,” Kansas City, MO, 2004

New England Association of Schools and Colleges Presenter Training Workshop on the Self-Study Process, Boston, Massachusetts, 1990, 1991

