CURRICULUM VITAE

Mrinal Mugdh Varma, PhD, FACHE

EDUCATION

2015	Institute for Management and Leadership in Education, Harvard Graduate School of Education, Harvard University, Cambridge, MA
2008	Management Development Program, Harvard Graduate School of Education, Harvard University, Cambridge, MA
2003	Doctor of Philosophy, Economic Anthropology & Cultural Ecology, Department of Anthropology, University of Delhi, Delhi, India

Dissertation - Ecology and Culture: Case of Machhis of Daman
Supervisor: Dr. R. S. Mann

1998	Master of Business Administration, University of Wisconsin, Whitewater, WI
1992	Master of Science, Anthropology, University of Delhi, Delhi, India
1990	Bachelor of Science (Honors), Anthropology, University of Delhi, Delhi, India

PROFESSIONAL CERTIFICATIONS & LICENSURES

2015	Fellow of the American College of Healthcare Executives, Board Certified in Healthcare Administration
2001	Managed Care Health Professional, Health Insurance Association of America
2001	Health Insurance Associate, Health Insurance Association of America
2001	Long Term Care Certificate, Health Insurance Association of America
1998	Wisconsin Life and Health Insurance License

PROFESSIONAL EXPERIENCE

Auburn University at Montgomery (AUM), Montgomery, AL, February 2017-Present

Provost and Senior Vice Chancellor
Professor of Healthcare Administration (Tenured)

Major Responsibilities:

- Serve as Provost and Senior Vice Chancellor, reporting directly to the Chancellor. Oversee

the academic components of the university, which include the five colleges of Arts, Sciences, Business, Education, and Nursing and Health Sciences. Supervise leaders in Academic Affairs, Student Support Services, Library, Information Technology Services, and Office of Continuing Education including Deans of Colleges, Chief Student Services Officer, Chief Information Officer, Associate Provost for Undergraduate Studies, Provost for Graduate Studies and Faculty Services, Associate Provost for Enrollment Management and Student Success, Dean of Library, and Director of Continuing Education. Function as the CEO in the absence of the Chancellor.

Major Accomplishments:
- Reversed a six-year downward enrollment trend registering a 7% growth between Fall 2016 and Fall 2022. Registered a strong 10% growth between Spring 2017 and Spring 2022 using innovative recruitment and student success programs.
- Led efforts to develop and implement a new continuity of operations plan, which ensured seamless transition to remote delivery of instruction and services in Spring 2020 to meet the unprecedented challenges presented by COVID-19. Launched new marketing and digital outreach campaigns to ensure record enrollment and revenues in AY2020, AY 2021, and AY2022 despite the disruptions related to COVID-19.
- Developed a range of scholarships designed to attract the best and the brightest including the following:
    - New military scholarships that capped tuition for active military and their qualified dependents to $250 per student credit hour.
    - New Guard Card Scholarship to recognize Alabama National Guard and Reserves. Received the 2020 Alabama Air National Guard Partner Appreciation Award.
    - New scholarships for students transferring from community colleges, tuition discounts for dual/concurrent enrollees, and incentive scholarships for transient and graduate students.
- Leveraged scholarships to achieve a two-point increase in average freshmen ACT scores.
- Established a dedicated Military and Veteran Center. Successfully led efforts to achieve Military Friendly University designation.
- Led efforts to reorganize and merge the offices serving international students, faculty, and staff to provide a seamless one-stop service experience.
- Started new cooperative programs with universities in China, South Korea, Mexico, United Kingdom, Saudi Arabia, India, and Japan. Achieved a 227% increase (231 to 756) in international student enrollment between Fall 2017 and Fall 2023 despite COVID-19 related limitations on US Visa applications and restrictions on international travel.
- Reorganized and realigned Warhawk Academic Success Center and Instructional Support Labs to enhance peer-tutoring, mentoring and supplemental instruction to improve passing rates in gateway courses in mathematics, English, and writing-intensive lower-level courses.
- Redesigned the Freshmen Seminar course to promote program-level student success.

- Received a $625,535 Sponsored Programs Administration Development grant from the National Institutes of Health (NIH) to hire two grant writers and one grant administrator to enhance research opportunities for faculty and students within science, technology, engineering, math (STEM) and biomedical fields.
- Received a $2.16 million Title III grant to enhance student persistence and fund a new Center for Early Engagement and Experiential Learning.
- Launched a new peer mentoring program serving 425 undergraduate students in partnership with Mentor Collective.
- Launched the First Generation Warhawk program to support first generation students from the admissions process all the way through graduation.
- Introduced the new Warhawk student workers program that offers competitive wages of $8 to $14 per hour to students fostering student engagement and retention.
- Introduced financial literacy and proactive financial counseling programs to reduce non-paid drops from up to 625 per semester to less than 125 per semester
- Increased graduation and retention rates resulting in higher rankings by *U.S. News and World Report* and *Princeton Review*. AUM is ranked 32nd among public regional universities in the South and 70th overall in *U.S. News & World Report's 2021 Best Colleges* guide. Both positions represented significant improvement over 2017 when AUM was not even ranked by the U.*S. News & World Report*. In 2021 Auburn University at Montgomery was also named to the Princeton Review's "Best in the Southeast" list which features top universities that are "academically outstanding."
- Initiated programs and activities designed to promote diversity and higher education. These included lecture series, reflection sessions, workshops, film series, and minority faculty and staff recruitment and retention programs. Created new university committee on Diversity, Equity and Inclusion. Appointed AUM's first Chief Diversity Officer. Led targeted recruitment and retention of the most diverse group of student, faculty, and staff in the history of AUM. As a result, AUM earned the distinction as one of the most ethnically diverse campuses among regional universities in the South, tying for 13th in the category and topping the list of Alabama schools according to the *U.S. News & World Report's 2020 Best Colleges* guide. AUM also ranked 73rd in the region among top performers for "social mobility," a category in which *U.S. News & World Report* evaluates the effectiveness of universities in enrolling and graduating economically disadvantaged students.
- Led the development and implementation of the AUM Strategic Plan 2019-2024 as the Steering Committee Co-Chair. The new Strategic Plan seeks to enhance pathways for educational success by creating a culture of care that supports student's academic and non-academic success; strives to improve faculty and staff recruitment and retention by creating a new structure for professional development and career progression; promotes research and creativity to enhance teaching and learning; emphasizes alumni and community engagement, fundraising and endowment growth; and prioritizes athletics program growth and development.

- Balanced budget through revenue growth and cost containment efforts. In FY2021, AUM had $14 million in net positive position. Overall, since FY 2017, AUM has achieved an eleven-fold increase in reserves (cash balance) creating a stable growth oriented fiscal environment.
- Introduced several programs at the doctoral, master's, and bachelor's levels, including a new doctoral program in Nursing Practice (DNP); master's programs in Healthcare Administration, Computer Science, Computer Information System, and Cybersecurity, Management Information System, and Nursing; and a bachelor's program in Social Work.
- Introduced new certificates and micro credentials that serve as new pipelines for master's programs.
- Introduced online MBA, MHA, MSN, and DNP programs; expanded online program offerings to 25 undergraduate and graduate programs. Helped AUM earn national recognition in U.S. News & World Report's 2019 listings of the nation's top online educational programs.
- Started a new marketing and branding campaign to promote a positive image for the university. As a result, for five consecutive years since 2018, AUM has received the Montgomery Reader's Choice Award under the Best College/University category. Additionally, this year AUM was recognized as the Best Place to Work by the Montgomery Advertiser based on a poll of 87,000 newspaper readers in the Montgomery, Autauga, and Elmore counties in the Alabama River Region.
- Led the Compliance Certification and QEP Steering Committees for a decennial reaffirmation of accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). Received reaffirmation of accreditation with no recommendations.
- Assisted the President in AUM's successful three-year transition from NAIA to NCAA Division II University.
- Provided significant support to athletics program by enhancing athletics scholarship budget to $3.8 million and renovating and upgrading facilities supporting soccer, baseball, softball, volleyball, tennis and basketball. Launched new advising and student success programs for student athletes, which led to 10 of 11 athletics teams posting an average team GPA of 3.0 or higher in Fall 2019.
- Successfully led efforts to raise funds for renovation of the AUM Art Gallery.
- Reorganized Faculty Development Institute to enhance mentoring and professional development of full-time and part-time faculty.
- Enhanced the research infrastructure by hiring new grant writers, creating new grant-in-aid awards and travel grants to support faculty and student research, and expanding the existing research space by adding new chemistry and biology laboratories exclusively for the faculty.
- Started the Provost's Fellow and AUM Staff Fellow programs to ensure seamless succession of senior leaders.
- Assisted the Chancellor in reorganizing the offices of University Development and

Alumni Affairs. Worked with the Chancellor, Deans, and Advancement Office to enhance partnerships with private foundations and meet fundraising and friend raising goals.

- Led efforts to raise over $28 million for repurposing and renovation of new Sciences Laboratory and Office Building.
- Represented AUM in discussions of academic initiatives with the Auburn System, the Alabama Commission on Higher Education, and other state-level departments and legislative offices. Served as a member of the Alabama Outcomes Based Funding Technical Working Group of the Alabama Legislative Services Agency.
- Strengthened collaborative partnerships with external constituents including various community colleges, school districts, state and regional agencies and the business community in order to enrich and support the academic mission and vision of the university. Established AUM as the regional academic leader committed to promoting economic development through advocacy, consultancy, outreach and continuing education programs.
- Assisted the Chancellor in organizing community initiatives including the Economic Forum in collaboration with the Montgomery Area Chamber of Commerce.
- Signed Memorandum of Understanding and articulation agreements with community colleges and high schools for dual/concurrent enrollment and seamless transfer, articulation, and reverse articulation of academic credits.
- Developed a new Partnership Discount Program to offer tuition discounts to employees of public agencies and private corporations including the City of Montgomery, independent school districts, leading healthcare providers, and leading businesses in the area.
- Reorganized Advanced Technologies, an IT consulting unit owned by AUM, to promote efficiency and growth. Since FY 2017, Advanced Technology has earned over $12 million through   indirect cost recovery while serving as a major employer for offering hands-on training to AUM students.
- Worked collaboratively and transparently with shared governance bodies to update a new faculty handbook as well as a new student handbook.

University of Houston-Clear Lake (UHCL), Houston, TX, June 2008-February 2017

Associate Vice President for Academic Affairs, Jun3 2008-February 2017

Associate Professor (Tenured), Department of Healthcare Administration, College of Business, September 2012-February 2017

Assistant Professor, Department of Healthcare Administration, College of Business, June 2008-August 2012

Major Responsibilities:

- Served as the Deputy Chief Academic Officer reporting to the Senior Vice President for Academic Affairs and Provost. Provided leadership and supervision for the Offices of Academic Planning, Academic Programs, Institutional Effectiveness, Institutional Research, International Admissions and Programs, Sponsored Programs, Grant Support, and Title III Initiatives for Student Success. Served as the Chief Academic Officer in the absence of the Provost.

Major Accomplishments:

- Assisted the Senior Leadership Team in developing and implementing a Strategic Plan for expanding academic program offerings and increasing student enrollment through innovative recruitment and retention programs. The plan reversed the downward enrollment trend and resulted in a record enrollment growth between 2008 and 2016.
- Developed the planning document for the addition of freshman and sophomore levels starting fall 2014 at UHCL, an upper-level institution since its inception in 1971. Chaired the curriculum committee for the UHCL First-Year Initiative. Led efforts to seek approval for downward expansion from the University of Houston System, the Texas Higher Education Coordinating Board, and the Texas Legislature. Successfully implemented the downward expansion plan leading to record enrollment growth.
- Provided leadership and oversight for all international initiatives. Reorganized the Office of International Initiatives into the Office of International Admissions and Programs to provide a seamless one-stop service to international students. Developed academic partnerships and exchange programs with universities in India, China, Vietnam, Korea, United Arab Emirates, Mexico, Poland, Cyprus, Czech Republic and Turkey. Leveraged international partnerships to double the number of international students enrolled at UHCL from 673 students in fall 2008 to 1,494 students in fall 2015.
- Redesigned the degree program inventory by developing a new cluster of health-related programs that established the university as a leading provider of health related programs in Greater Houston Area. This included adding new programs in Nursing, Behavior Analysis, Health and Human Performance, Healthcare Administration, Clinical Psychology, School Psychology, and Industrial/Occupational Psychology. Expanded the geographical footprint of health related programs by adding new programs at off-campus locations in Pearland, TX, and the Texas Medical Center in Houston, TX.

- Established several collaborative programs to support the growth of MHA program. This included the joint MD/MHA program in partnership with the University of Texas Health Science Center, Houston; joint MHA/PharmD program with the University of Houston, and joint MD/MBA program with the University of Texas Medical Branch, Galveston.
- Developed and implemented articulation agreements with area community colleges to enable seamless transfer into RN-to-BSN program.
- Received a $1.73 million Title III grant from the US Department of Education to promote student success on campus. The grant provided necessary support for the Student Success Center; the Quality Enhancement Plan, which promoted effective communication and critical thinking among students; faculty development efforts to support learning communities on campus; and effective advising and career counseling services.
- Served as the institutional liaison with Southern Association of Schools and Colleges Commission on Colleges (SACSCOC). Led institutional accreditation efforts, including the compilation of the SACSCOC Compliance Report as well as the development and implementation of the Quality Enhancement Plan (QEP) for reaffirmation of accreditation. Received decennial reaffirmation of accreditation with no recommendations.
- Worked with Enrollment Management to develop and implement programs to support underserved students. Helped the university attain the new status of Hispanic Serving Institution (HSI).
- Received approval for new doctoral program in Curriculum and Instruction with focus on STEM-related courses. Developed new doctoral program in Health Services Psychology.
- Led efforts for the university to receive the 2008 Carnegie Foundation for the Advancement of Teaching Community Engagement Classification in both Curricular Engagement and Outreach and Partnerships.
- Assisted the Senior Leadership Team in developing a new Space Act Agreement with NASA/Johnson Space Center.
- Prepared applications for seeking external grants from private foundations including the $1 million award from the Houston Endowment to support UHCL's transition from an upper-level university to a traditional four-year university.
- Restructured the Office of Institutional Effectiveness to establish a culture of evidence and accountability. These efforts led to several successful reaffirmation efforts including those related to SACS/QEP, CAEP/NCATE, AACSB, and ABET.
- Led efforts for the university to receive recognition in the 2009, 2010, 2011, 2012, and 2013 President's Higher Education Community Service Honor Roll.
- Led university efforts in joining the Voluntary System of Accountability.
- Restructured the Office of Sponsored Programs to enhance research support for faculty and staff. Initiated a Speaker Series that invited program officers from

different agencies to offer grant writing workshops for faculty and staff. Provided additional funding to strengthen research and technology infrastructure, including space and equipment for teaching and research, leading to a threefold increase in external funds received by UHCL between 2011 and 2014.

- Assisted the Provost in the development and implementation of articulation agreements with area colleges and universities to close the achievement gap for transfer students by facilitating seamless articulation and transfer of earned credits.
- Worked with the Office of Online Programs to infuse competencies and best practices across the scope and sequence of curriculum to meet SACSCOC and Texas Higher Education Coordinating Board quality standards. Initiated innovative faculty development programs, including the Summer Digital Media Academy, to improve the design, development, and delivery of online courses offered at UHCL. Increased the number of completer online programs from two in 2008 to 12 in 2014.
- Received a $122,226 grant from the Texas Higher Education Coordinating Board to create twelve online professional development modules on "Best Practices in Undergraduate Teaching and Learning" for K-16 educators.
- Worked with the Dean of Students to establish several student success initiatives, including an early alert system for gateway courses and supplemental instruction for struggling students.
- Used results from the National Survey of Student Engagement to create new avenues for enhancing student engagement with faculty both inside and outside the classroom.
- Developed and implemented new international initiatives in support of study abroad and student exchange programs as well as enhancement of Fulbright opportunities for faculty.

The University of Texas at Brownsville (The University of Texas Rio Grande Valley) and Texas Southmost College, Brownsville, TX, June 2004-June 2008.

Director of Institutional Research and Planning, June 2004-June 2008.
Graduate Faculty, Department of Business Administration, School of Business, 2004-2008

- Assisted the provost in developing the academic vision, setting standards of excellence, and assuring academic standards for the university.
- Led institutional assessment, planning and quality improvement initiatives as required by the Southern Association of Schools and Colleges Commission on Colleges and other disciplinary accreditation agencies.
- Represented the University of Texas at Brownsville at the University of Texas System Accountability Group, which is responsible for adoption and implementation

of the Voluntary System of Accountability (VSA) proposed by the American Association of State Colleges and Universities (AASCU) and the National Association of State Universities and Land-Grant Colleges (NASULGC).

- Collaborated with the Vice President for Student Affairs, Vice President of Business Affairs, and the Associate Vice President of Enrollment Management to shape the student body through strategic recruitment and retention.

- Worked closely with deans and program directors in the planning and development of new academic programs and program changes, assuming special responsibility for securing approval through the university's governance bodies, the University of Texas System, and the Texas Higher Education Coordinating Board. Assisted the Provost in developing the university's annual and long-range budget plan for academic programs; oversaw the budgetary allocation and management process for the Academic Affairs division of the university; monitored financial performance of different academic programs and ensured fiscal responsibility in the academic programs of the institution.

- Developed and maintained effective relationships with representatives from the University of Texas System, the Legislative Budget Board, the Texas Higher Education Coordinating Board, and the U.S. Department of Education to advance university's reputation and relationships and to achieve its mission, goals and strategic directions.

- Directed centralized institutional research functions, providing information for enrollment management, continuous quality improvement, and legislative compliance.

- Directed the development and supervision of a comprehensive strategic planning process to advance the mission of the university; articulated the university's vision and strategic direction to diverse constituencies across campus and externally with key external constituencies.

- Represented the University at the University of Texas System, the Texas Higher Education Coordinating Board, and the Legislative Budget Board to negotiate performance indicators and measures for annual accountability reports.

- Informed Provost of emerging trends in information technology and their likely use in bringing academic transformation through improving delivery of both instructional and student services.

- Collaborated with the Provost to articulate the university's research goals; identified strategic areas for research opportunities; built interdisciplinary collaboration between different departments and institutions; supervised the organization and review of the core research facilities.

- Established partnerships with Texas Southmost College and other community colleges to create opportunities for student access and success through innovative degree programs that align curricula for seamless transition and provide resources

and pathways for transition into upper level undergraduate programs.

- Served on the Deans' Council, the University Council, the Strategic Planning Committee, the Institutional Assessment Committee, the Enrollment Management Committee, the Academic Senate, the Multicultural Steering Committee, and the Southern Association of Schools and Colleges Commission on Colleges Leadership Committee.

State University of New York Empire State College, Saratoga Springs, NY, October 2002 to June 2004.

Director of Institutional Research, October 2002-June 2004.

- Compiled and reported institutional data for strategic planning, enrollment management, continuous improvement and legislative compliance.
- Established the Department of Institutional Research; hired, trained, and supervised the institutional research specialist and staff assistants; provided leadership, data architecture and technical support for creating the student data warehouse; prepared and maintained departmental budget.
- Coordinated survey administration at the college and strategies for college-wide research; oversaw all college-wide external research contracts.
- Provided data and analyses to support strategic planning initiatives, including development and submission of new degree programs for approval by the State University of New York System and the State Education Department.
- Developed roadmaps for outcomes assessment and quality reviews, including General Education Outcomes Assessment and Outcomes Assessment of the Major.
- Provided data, technical specifications, and evaluation methodology for several grant proposals including the Title III grant proposal.
- Served as a member of the College Administrative Systems Group, which assisted in comprehensive planning and implementation of an integrated information technology system at the College; assisted in policy initiatives on system integration and enterprise resource planning (ERP) system.
- Served as a member of the College Affirmative Action Committee.

University of Wisconsin System Administration, Madison, WI, June 2001-October 2002.

Institutional Planner, Office of Policy Analysis and Research, June 2001-October 2002.

- Supported system-wide planning, policy development, and evaluation through research and analysis; coordinated data collection, survey administration, and reporting issues for two doctoral universities, 11 comprehensive universities, and 13

two-year colleges under the University of Wisconsin System.

- Provided design and architecture for data marts, the data warehouse, and the Oracle-based Enterprise Resource Planning System (ERP).
- Organized and analyzed student and curricular data for system-wide enrollment management and student retention initiatives.
- Developed indicators and measures for the University of Wisconsin System Accountability Report.
- Analyzed student engagement at University of Wisconsin campuses. Interfaced with campus liaisons from different University of Wisconsin campuses for developing data management protocols and reports for quality improvement.

Blue Cross & Blue Shield United of Wisconsin, Milwaukee, WI, November 1998-May 2001.

Healthcare Policy Consultant and Statistician, Wisconsin Medicaid Evaluation and Decision Support Services (held concurrent appointments at Wisconsin Medicaid Evaluation and Decision Support Services, and Blue Cross & Blue Shield United of Wisconsin, the sub-contractor for the Medicaid Program), October 1999-May 2001.

Research Analyst, Information Support Service, November 1998-September 1999.

- Facilitated the design and maintenance of the data warehouse to support business reporting requirements, including development of standard business reports, outcome studies, utilization reports, and satisfaction surveys.
- Developed complex algorithms and designed decision support tools to monitor prescription behavior and prevent fraud and abuse of prescription drugs by Medicaid subscribers, physicians, and pharmacists.
- Conducted impact analysis, fiscal analysis, policy analysis, and process evaluation of different components of the Wisconsin Medicaid Program.
- Provided research design and methodologies for assessment of pilot behavioral health and home health programs for the Wisconsin Department of Health and Family Services.
- Provided research design and statistical analyses for the Wisconsin Tobacco Cessation Program.
- Provided research methodology, sample and statistical analyses for clinical studies, quality audit, and customer satisfaction surveys; provided statistical and methodological support for market research and quality improvement.
- Developed statistical models for market segmentation, brand management, and new product development.
- Provided technical specifications and evaluation for successful grant proposals for

the award of different private and public contracts to Blue Cross subsidiaries, including Meridian Resource Corporation and Innovative Resource Group.

- Conducted monthly workshops to train Department of Health and Family Services employees in statistical concepts, statistical methods, and SPSS software applications.
- Facilitated migration of data from mainframe-based legacy systems to relational database; developed Y2K compliant data warehouse and data marts; reengineered reporting process by converting production-oriented reporting modules from Dbase IV 2.0 to Visual Fox Pro 6.0 to gain efficiency, contain production cost, and boost productivity.
- Developed project budget and monitored project expenditures.

Humana, Inc., Madison, WI, August 1998-October 1998.

Direct Marketing Representative (Internship/Practical Training), August 1998-October 1998.

- Defined, developed, and implemented activities to support portfolios and to ensure market success.
- Assisted in supervision of direct marketing campaigns.
- Coordinated sales and promotion of products through development and implementation of detailed business plans and budgets.
- Developed statistical models to study customer satisfaction and loyalty.

University of Wisconsin-Whitewater, Whitewater, WI, January 1997-May 1998

Graduate Research Assistant, Department of Marketing, January 1997-May 1998.

Computer Help Desk Assistant, Anderson Computer Lab. January 1997-December 1997.

- Assisted professors with relational database design, data collection, data validation, statistical testing, and marketing research.

ACADEMIC EXPERIENCE

Auburn University at Montgomery, Montgomery, AL, February 2017-Present

Professor of Healthcare Administration (Tenured), College of Business, Auburn University at Montgomery, Montgomery, AL, February 2017-Present

China Three Gorges University, Yichang, China, April 2010-Present.

Visiting Professor, April 2010-Present.

University of Houston-Clear Lake, Houston, TX, June 2008-February 2017

Associate Professor (Tenured), Department of Healthcare Administration, College of Business, UHCL, September 2012-February 2017.

Assistant Professor, Department of Healthcare Administration, College of Business, UHCL, June 2008-August 2012.

The University of Texas at Brownsville, Brownsville, TX, June 2004-June 2008.

Graduate Faculty, Department of Business Administration, School of Business, AY2004-AY2008.

University of Delhi, Delhi, India September 1992-August 1996.

Senior Research Fellow, Department of Anthropology, September 1994-August 1996.

Junior Research Fellow, Department of Anthropology, September 1992-August 1994.

COURSES TAUGHT

Planning Healthcare Services (HADM 5331)
Healthcare Quality (HADM 5731)
Hospital Operations (HADM 4236)
Managed Care (HADM 4138)
Multicultural Perspectives in Management (MGMT 5931)
Seminar in International Management (MGMT 6333)
Business Research (BUSI 6310)
Research Topics in Marketing (MKTG 5931)
International Business (BUSI 6380)

AWARDS

- Amity Global Academic Excellence Award, 21st International Business Horizon World Summit (2021)
- Alabama Air National Guard Partner Appreciation Award (2020)
- Harvard Management Development Program Scholarship (2008)

- University of Texas at Brownsville Exceptional Merit Award (2006)
- Graduate Scholarship, University of Wisconsin, Whitewater (1996)
- University Grants Commission of India Senior Research Fellowship (1993-1996)
- University Grants Commission of India Junior Research Fellowship (1992-1993)
- Indian National Merit Scholarship (1990-1992)
- Delhi Young Entrepreneur Association Scholarship (1987-1990)
- Rotary International Scholarship (1988)

FUNDED GRANTS

2021	Principal Investigator, **Sponsored Programs Administration Development Grant**, National Institute of General Medical Sciences, National Institute of Health, $625,535.
2019	Director (Principal Investigator), Strengthening Institutions Program Grant, **Enhancing Persistence through Early Engagement, Experiential Learning, and Campus Connections**, U. S. Department of Education, $2,166,939.00.
2013	Director (Principal Investigator), Strengthening Institutions Program Grant, **Transition Programs and Early-Alert for Transfer and First-Time Students**, U. S. Department of Education, $1,736,934.00.
2009	Co-Principal Investigator, **Best Practices in Teaching and Learning On-Line Undergraduate Programs**, Texas Higher Education Coordinating Board, $122,200.
2007	Lead Writer, **College Connection 2+2+2 Program for the University of Houston-Clear Lake**, Texas Higher Education Coordinating Board, $147,600.

CONSULTING

2014-2017	Consultant, Healthcare and Higher Education Policy, Institute for Strategic Solutions, Houston, TX
2014	External Reviewer for Southern Association of Colleges and Schools Commission on Colleges Compliance Certification and QEP, University of Houston-Downtown
2013	External Reviewer for Southern Association of Colleges and Schools Commission on Colleges Compliance Certification and QEP, University of Houston-Victoria
2007	Strategic Planning Consultant, Brownsville Urban System, Brownsville, TX
2006	Strategic Planning Consultant, Brownsville Economic Development Council, Brownsville, TX
2000	Healthcare Quality Consultant, Rural Wisconsin Health Cooperative, Sauk City, WI
1999-2001	Healthcare Policy Consultant, Electronic Data Systems Corporation (EDS) and

Innovative Resource Group (Fiscal Agents for Wisconsin Department of Health and Family Services), Madison, WI

MEMBERSHIP OF BOARDS AND PROFESSIONAL ORGANIZATIONS

- Member, Southern Association of Colleges and Schools Commission on Colleges (SACSCOC) Board of Trustees (2020-2023)
- Member, Amity University Advisory Board (2021-Present)
- Member, Alabama Higher Education Partnership Board of Directors (2020-Present)
- Member, Alabama Legislative Services Agency Outcomes Based Funding Technical Working Group (2019-2020)
- National Security Forum, Air University, Maxwell Air Force Base, AL (2019)
- Member, Board of Directors, Institute for Strategic Solutions, Houston, TX (2014-2017)
- Life Member, The Honor Society of Phi Kappa Phi
- Life Member, Indian Anthropological Association
- Member, American College of Healthcare Executives
- Member, Rotary Club of Space Center, Houston, TX
- Member, Texas Higher Education Coordinating Board Graduate Education Advisory Committee (2010-2017)
- Member, Medical Group Management Association (2011, 2012)
- Member, Healthcare Financial Management Association (2011)
- Session Chair, Sixth International Health Care Systems Conference in Gaziantep, Turkey (2010)
- Member, Texas Higher Education Coordinating Board CBM-002 Revision Committee (2007)
- Member, Texas Association for Institutional Research (2006-2008)
- Chair, General Session, Texas Association for Institutional Research (2006-2007)
- Member, Association for Institutional Research (2003-2006)
- Member, Evaluation Committee on Higher Education Collaborations, Policy Issues, and Accountability, Association for Institutional Research (AIR) Forum (2004-2005)
- Member, Northeast Association for Institutional Research (2003-2004)

REFEREED BOOK CHAPTERS

- Saleem, N., Gercek, G., & **Mugdh Varma, M**. Ensuring Experiential Learning of CS/MIS Students in Pec, S. S. (Ed.). *Scholarship of Teaching and Learning*, Part II. SIB Volume 12. Stuyvesant Falls, NY: Rapid Intellect Group. Fall 2016.
- Bozkurt, I., Goswami, S., & **Mugdh Varma, M**. Mapping Trends and Themes within Online Education, in Pec, S. S. (Ed.). *STEM Education*. SIB Volume 9. Stuyvesant Falls,

NY: Rapid Intellect Group. Winter 2015 -2016 pp. 84-97

- Saleem, N., Gercek, G., & **Mugdh Varma, M.** IT Certifications in Graduate CS/MIS Courses. In Pec, S. S. (Ed.). *Scholarship of Teaching and Learning*. SIB Volume 7. Stuyvesant Falls, NY: Rapid Intellect Group. October 2015. pp. 38-43
- Bozkurt, I., Goswami, S., & **Mugdh Varma, M.** Mapping Trends and Themes within Online Education, in Pec, S. S. (Ed.). *Scholarship of Teaching and Learning*. SIB Volume 7. Stuyvesant Falls, NY: Rapid Intellect Group. October 2015. pp. 69-78

PEER REVIEWED JOURNAL ARTICLES

- Vohra, S., Kelling, A., Mugdh Varma, M., Prakash, A., & Khurana, D. (2019). Measuring reliability and validity of "Stressometer®": A computer-based mass screening and assessment tool for evaluation of stress level and sources of stressors. *Indian Journal of Psychiatry*, Vol 61, No. 3, May-June 2019, pp. 295-299.
- Mugdh Varma, M. (2017). Addressing Stress among Medical Students: Strategies for Optimizing Student Health and Success. *Journal of Contemporary Medical Education*, 4(4), 159-164. doi:10.5455/jcme.20170119025644.
- Mugdh Varma, M., Kelling, A., Vohra, S., Goswami, S., & Khurana, D. (2017). Fighting the Enemy Within: Combating Stress Among Indian Paramilitary Forces. *The Indian Police Journal*, 64(1), 20-29.
- Mugdh Varma, M., Vohra, S., Goswami, S., Kelling, A., & Khurana, D. (2016). Addressing Stress Among Nurses in India. *Journal of Nursing Research Society of India*, 9(2), 63-70.
- Mugdh Varma, M., Kelling, A., & Goswami, S. (2016). Enhancing healthcare quality by promoting work-life balance among nursing staff, *Journal of Hospital Administration*, Vol. 5, No. 6, December 2016, pp. 58-62.
- Saleem, N., Gercek, G., & Mugdh Varma, M. (2016). Ensuring Experiential Learning of CS/MIS Students, *Academic Exchange Quarterly*, Volume 20, Issue 3, fall 2016, pp. 46-50.
- Saleem, N., Gercek, G., & Mugdh Varma, M. (2015). Integrating IT Professional Certifications into Graduate CS/MIS Programs: A Blueprint for Success, *International Journal of Engineering Science and Innovative Technology*, Volume 4, Issue 2, March 2015, pp. 90-95.
- Bozkurt, I., Goswami, S., & Mugdh Varma, M. (2014). Mapping Trends and Themes within Online Education, *Academic Exchange Quarterly*, Volume 18, Issue 3, fall 2014, pp. 5-15.
- Goswami, S., & Mugdh Varma, M. (2014). Quality Assurance and Sustenance of Open Distance Education: Challenges and Developments. *EduTech*, Issue 1401, April 2014.
- Sherman, M.R, Mugdh Varma, M., & Wooten, K. (2013). Challenges to Governance Posed by the Practitioners of Destructive Conflict Management Styles. *J M International Journal of Management Research*, Vol. 3, Issue 1, January 2013, pp. 1-10.
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PROFESSIONAL DEVELOPMENT WORKSHOPS

- Strategic Planning: Moving your Institution Forward through Changing Regulatory Requirements, National Council of University Research Administrators Annual Meeting, Washington, DC (August 2022)
- Foreign Engagements and Research Security, National Council of University Research Administrators Annual Meeting, Washington, DC (August 2022)
- Accelerating Online Learning (OLC Accelerate), Online Learning Consortium, Lake Buena Vista, FL (November 2019)
- Summer Institute in Educational Fundraising, Council for Advancement and Support of Education, Hanover, NH (July 2019)
- Secrets to Harnessing Charitable Giving as a Significant and Sustainable Alternative Revenue

Source, American College of Healthcare Executives, Chicago, IL (March 2019)

- From the Billboard to the Exam Room: How to Deliver on the Promise of Your Brand, American College of Healthcare Executives, Chicago, IL (March 2018)
- Leadership Experience: A "Servant" Leader Mindset, American College of Healthcare Executives, Chicago, IL (March 2018)
- How to Leverage the Financial Impact of Philanthropy, American College of Healthcare Executives, Chicago, IL (March 2018)
- Advanced Topics in Hospital Financial Management, American College of Healthcare Executives, Chicago, IL (March 2017)
- How to Succeed in Value-Based Care, American College of Healthcare Executives, Chicago, IL (March 2017)
- Journey to Value-Based Care, American College of Healthcare Executives, Chicago, IL (March 2016)
- The Strategic Use of Healthcare Analytics, American College of Healthcare Executives, Atlanta, GA (October 2015)
- Leading Strategic Change, American College of Healthcare Executives, New York, NY (August 2015)
- Complexity Leadership: Designing Leadership Development for Healthcare Transformation, American College of Healthcare Executives, Chicago, IL (March 2015)
- Discovering Essential Core Skills of Your Leadership, American College of Healthcare Executives, Chicago, IL (March 2015)
- Budget and Staff Management Strategies, 2014 Council of Graduate Schools Summer Workshop, Portland, OR (July 2014)
- Academic Integrity, 2014 Council of Graduate Schools Summer Workshop, Portland, OR (July 2014)
- Legal Issues in Higher Education, Council of Graduate Schools Annual Meeting, San Diego, CA (December 2013)
- Achieving Diversity, Inclusiveness & Excellence, Council of Graduate Schools Annual Meeting, San Diego, CA (December 2013)
- Managing Institutional Change, Council of Graduate Schools Summer Workshop, Puerto Rico (July 2013)
- Underrepresented Minority Success, Council of Graduate Schools Summer Workshop, Puerto Rico (July 2013)
- The Changing Role of Distance Education in Today's University, Annual Texas Chief Academic Officers Retreat, Austin, TX (January 2011)
- The Changing University and Shared Governance: Best Practices, Annual Texas Chief Academic Officers Retreat, Austin, TX (January 2011)
- Strategies for Dealing with Budget Reductions, Annual Texas Chief Academic Officers Retreat, Austin, TX (January 2010)

- Conducting Effective Annual Evaluations of Faculty, Annual Texas Chief Academic Officers Retreat, Austin, TX (January 2010)
- Student Success: What Really Matters, Annual Texas Chief Academic Officers Retreat, Austin, TX (January 2010)
- Program Quality Assessment, Council of Graduate Schools Summer Workshop, Quebec City, Canada (July 2009)
- Budget and Staff Management Strategies, Council of Graduate Schools Summer Workshop, Quebec City, Canada (July 2009)
- Strategic Collaborations, 91st American Council on Education (ACE) Annual Meeting, Washington, D.C. (February 2009)
- Voluntary System of Accountability, Council of Public University Presidents and Chancellors & Texas Association for Institutional Research Summer Workshop, Austin, TX (June 2008)
- Policy Development Forum, Cornell University, Ithaca, NY (April 2008)
- Building a Balanced Scorecard, The Texas Association for Institutional Research Conference, Galveston, TX (February 2008)
- Faculty Development: A Powerful Tool for a Good Accreditation Visit, SACS Annual Conference, New Orleans, LA (December 2007)
- Best Practices for Using Blackboard Learning Systems, Texas Blackboard Users Group Conference, Dallas, TX (November 2007)
- An Ecological Framework for Examining Learning and Development as Cultural Practices, American Educational Research Association Annual Meeting, Chicago, IL (April 2007)
- Strategic Enrollment Management: American Association of Collegiate Registrars and Admissions Officers (AACRAO), New Orleans, LA (March 2007)
- The Assessment Institute, Indiana University, Purdue University, Indianapolis, IA (October 2006)
- Noel Levitz Student Satisfaction Inventory Workshop, Noel-Levitz Conference on Student Retention, Denver, CO (July 2006)
- Learning Outcomes Assessment: From A to Z, SACS Annual Conference, Atlanta, GA (December 2005)
- Introduction to AMOS, SPSS Training Center, New York NY (July 2005)
- Facilitating the Strategic Planning Process, North East Association for Institutional Research, Newport, RI (November 2003)
- Strategic Enrollment Management, American Association of Collegiate Registrars and Admissions Officers (AACRAO), University at Albany, State University of New York, Albany, NY (October 2003)
- Academic Assessment: A Discussion of Program Review and Classroom Practices, State University at Buffalo, State University of New York, Buffalo, NY (October 2003)
- The Focus Group Method and Its Application in Institutional Research, Association for

Institutional Research, Tampa, FL (May 2003)

- Using National Data Sets for Post-Secondary Education Research, Association for Institutional Research, Tampa, FL (May 2003)
- Managing, Exploring, and Interpreting Education Data Using SPSS, Association for Institutional Research, Tampa, FL (May 2003)
- Creating Computed Columns in Datatel Colleague, Datatel Training Center, San Francisco, CA (December 2002)
- Research Tools and Techniques, Datatel Training Center, Irvine, Texas (October 2002)
- Brio Query Explorer Training, University of Wisconsin, Madison, WI (December 2001)
- SQL concepts for DB2, Inacom, Madison, WI (September 2001)
- Advanced SAS, Inacom, Madison, WI (July 2001)
- Application Development with Access & Visual Basic, B. G. Consulting, Madison, WI (March 2000)
- Database Management and SQL, Milwaukee Area Technical College, Milwaukee, WI (July 1999)
- Application Development with Visual Fox Pro, IMG University, Chicago, IL (April 1999)