

## **RUPENDRA PALIWAL, Ph.D.**

### **Education**

2000 - 2005	University of Connecticut, Ph.D., Finance Dissertation: Essays on Market Liquidity, Agency Costs and Takeovers
1995 - 1997	ICFAI Business School (India), Post Graduate Diploma in Business Administration and Chartered Financial Analyst
1988 - 1992	Rani Durgawati University (Jabalpur, India), Bachelor of Engineering, Electronics and Telecommunication Engineering

### **Administrative Experience**

July 2016 – Present	Provost and Vice President for Academic Affairs, Sacred Heart University
January 2016 – June 2016	Acting Provost and Vice President for Academic Affairs, Sacred Heart University
July 2015 – June 2016	Vice President for Strategic Planning, Sacred Heart University
April 2014 – June 2015	Special Assistant to the President for Strategic Planning, Sacred Heart University
July 2012 – December 2012	Associate Dean, Welch College of Business, Sacred Heart University
November 2010 – June 2012	Interim Dean, Welch College of Business, Sacred Heart University
January 2010 – October 2010	Associate Dean for Academic Affairs, Welch College of Business, Sacred Heart University

### **Academic Experience**

September 2010 – Present	Associate Professor of Finance, (Tenured August 2011) Sacred Heart University
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September 2004 – August 2010 Assistant Professor of Finance, Sacred Heart University

September 2001- May 2004 Doctoral Student and Instructor of Finance, University of Connecticut

### **Professional Experience**

June 1997 – December 1999 Senior Officer, National Stock Exchange of India (NSEIL)

### **Selected Accomplishments and Initiatives**

#### **As Provost and Vice President for Academic Affairs**

Reporting to the President strengthened an academic culture where students come first, and academic excellence is the primary goal. I have fifteen direct reports, which include seven deans.

#### **Institutional Growth & Transformation:**

- It has been a privilege to be part of a dynamic leadership team that has helped transform the institution. Sacred Heart has been one of the outliers among U.S. higher education institutions, with significant enrollment growth in the last five years. Carnegie recently reclassified the university as a doctoral/professional university; we have added 38 new undergraduate and graduate programs and have seen more than a 30% percent increase in the student body in the last five years.
- Participated as a senior member of the President's cabinet in all strategic planning, budget-building, and policy discussions. I planned, organized, and provided oversight to financial management activities for academic affairs, including budget preparation, resource reallocation, and management. Sacred Heart has solid financials due to the prudent management and investment of the resources.
- Led efforts to expand graduate programs across the university by establishing an internal venture fund that provided seed money to start new graduate programs; graduate programs and tuition revenue has more than doubled in recent years.
- Led growth in online programs and enrollments through partnership and build capacities to launch fully online programs independently.
- As the university has transformed from a primarily undergraduate institution into a doctoral/professional university, I led the process to improve infrastructure and support for graduate programs and graduate students. To continue to support this growth, secured resources to create a new position of Dean of Graduate Studies
- Planning for the strategic expansion of doctoral programs at the university, Ed.D. program launched in Fall'19, Ph.D. in Social Work will launch in Fall'21, and currently

strengthening faculty resources for additional Ph.D. programs in Nursing, Psychology, and Health Sciences.

- Led successful negotiations for the acquisition of St. Vincent College (SVC) and post-acquisition guided the internal team in the integration of SVC into Sacred Heart University. SVC is now established as an independent college in Sacred Heart and has added almost 400 undergraduate students to the university. We are positioning SVC for offering associate degree and short-term certificate programs to respond to the market demands. A unique certificate in Brewery Science is the first such program offered by SVC.
- Chaired four-member senior leadership Institutional Effectiveness Committee, with a critical goal of increasing freshmen retention; retention rate has increased by almost 7% in the last five years.
- Strengthen our commitment to student success by expanding Student Success Center resources, reimagined the center's structure, created a new position of Associate Vice President of Student Success, created student success positions in each college, and enhanced collaboration with the enrollment student affairs division. We have seen significant improvement in enrollment, retention, and graduation rates.
- Expanded International academic partnerships and strengthened our international campuses in Dingle, Ireland, and Luxembourg. Designed the first summer program for students from international partner universities. IIE recognized Sacred Heart for our internationalization efforts.
- Due to turnover in the Dean positions during the last five years, I have served as the primary partner for university advancement from the academic side for fundraising and capital campaign and participated in preparing case statements and meeting prospects.

#### **Entrepreneurial Leadership:**

- Established three new schools within our colleges; School of Computer Science and Engineering, School of Social Work and, School of Media Arts and Communication.
- Merged School of Computer Science and Engineering programs and College of Business programs into the renamed Welch College of Business and Technology, pitched my vision for the integration of business and technology education, and secured a \$500,000 commitment from one of our trustees, funds are used for cluster-hiring of faculty in high growth areas.
- Developed the vision for SHU's Innovation Campus at the former G.E. Global Headquarters and coordinated design and buildout of A.I. Lab, AR/VR lab, Cybersecurity lab, Makers Space, Student Incubator, Finance lab, and state of the art classrooms.

- Led negotiations with Verizon to establish SHU iHub, a co-working space on the SHU Innovation campus.
- Created pathways, course scheduling, and advising to support and provide an option to the undergraduate students to complete their degree in three years. Also, created 4+1 graduate program pathways for undergraduate students to accelerate their completion of graduate programs.
- Sacred Heart was the first private university in Connecticut to establish transfer ticket pathways with community colleges. This has made it easier for community college graduates to enroll in our degree programs without losing credits.
- Integrated English Language Institute and the Office of Global Affairs to bring efficiencies in the operations, improved advising to international students, especially for ESL students' matriculation into degree programs.
- Championed creative use of Open Education Resources for reducing textbook costs for the students. Our faculty and staff have successfully secured grants from the state of Connecticut and private foundations to support this initiative.
- Initiated micro-credentialing effort through Credly to recognize the pre-degree skills and accomplishments of our students.

### **Reputation and Capacity Building:**

- Built a strong leadership team within academic affairs, hired new deans for College of Education, College of Business and Technology, College of Health Professions, and Dean of Graduate Studies. Created positions of Associate Provost and Associate Vice President of Student Success.
- Secured resources to enhance faculty development and support pedagogy, expanded the Office of Digital Learning's vision, and converted it into the Center for Excellence and Innovation in Teaching.
- Expanded Institutional capabilities to deliver a highly personalized education across different modalities with enhanced internal resources and strategic external partnerships. External partners include *Wiley Education Services*, *ACUE (Association of College and University Educators)*, and *Ease Learning*.
- Strengthened support for undergraduate research in the university, which resulted in the establishment of an online journal, a significant increase in undergraduate students participating in the research with faculty, and an increase in the number of students participating in the annual academic festival (which has now become a signature event).
- In 2018, we launched the *Sacred Heart University Scholar*, our e-journal for student scholarship. The articles from our students have been downloaded nearly 8,000 times from around the world.

- Moved the grants office from University Advancement to Provost office, created Office of Sponsored Programs, and expanded support for faculty in applying for grants. Results have been impressive, with more faculty applying for the grants and a significant increase in funded grants. \$1.96 million (FY15) to \$7 million (F.Y. 20).
- Secured support for renovation and resources for the library, helped create a vision for the library and librarians' role in an increasingly digital world. Vacancies created due to retirement or staff departure were replaced with librarians who are well versed in digital technologies and possibly have instructional design experience.
- Aligned enrollment goals for colleges and faculty resources to ensure consistency with our long-term plan while ensuring compliance with accreditors. The number of full-time faculty has almost doubled in the last ten years, with most hiring in the previous five years.
- Provided leadership to assessment and evaluation of current programs, initiatives, and personnel to create a dynamic academic environment responsive to the rapidly changing landscape of higher education. Ensured that the appropriate structures, processes, and people are in place for successful outcomes with both the university-wide and program-specific accreditation/reaccreditation efforts.
- Made internal five-year Academic Program Review (APR) process intentional and outcome-oriented to support future planning and vision for the departments and programs. Recent APRs have resulted in new resources for the programs.

#### **Inclusive Environment:**

- Established healthy and productive working relationships between faculty, faculty leadership, and administration, with the principles of collegiality and an environment of shared governance that relies on consultative decision making.
- Committed to providing meaningful mentoring and development opportunities to faculty and staff colleagues to achieve new benchmarks of excellence. We have offered several workshops for faculty. The annual faculty institutes have been made more interactive, engaging, and meaningful.
- We organized a development workshop titled "Being part of a Learning Organization" for the entire staff in academic affairs for the first time in university history. The feedback from staff was extremely positive, and they appreciated our efforts to address their needs.
- Commitment to promoting a campus culture that values diversity, equity, and inclusion. Worked with H.R. to create a strategic vision for recruiting and retaining a more diverse and inclusive teaching and academic administrative staff.
- Worked with deans to recruit, retain and develop an increasingly diverse and distinguished faculty. We now have representatives from H.R. provide training to each search committee as part of the search process.

- Initiated a faculty development program for *inclusive teaching* to address the challenges facing faculty and students of traditionally underrepresented groups to provide an inclusive and welcoming educational experience for all. Appointed a director of inclusive teaching and ten faculty members as faculty fellows for inclusive teaching.
- Championed interdisciplinary and cross-school, collaborative program development. Organized university-wide faculty institutes to facilitate conversations, which have resulted in several such programs.

### **Community Engagement:**

I oversee the following service programs that help us serve our mission and commitment to the community. The Executive Directors of the Upward Bound and the Horizons@ SHU programs report to me.

**Horizons at Sacred Heart University (HSHU)** is a tuition-free, non-profit, academic enrichment program serving low-income Bridgeport students in kindergarten through 8th grade. It is part of the Horizons National family, which is made up of over 60 chapters. Research shows that students fall behind in their academics every summer. On average, students caught in the achievement gap are six times more likely to drop out of high school, and fewer than one-third will enroll in college. Horizons offers year-round enrichment for our students to break this cycle with a six-week summer session. HSHU has grown to serve 180 students to date and makes a minimum 12- year commitment to students when they enter kindergarten. An independent board runs the HSHU program with significant university commitment and integration with our education and social work programs.

**Upward Bound** is a federally-funded college preparatory program for high school students. The goal is to increase the rate at which students complete secondary education and enroll in and graduate from post-secondary education institutions. Upward Bound program operates September through mid-August, ideally with students beginning the summer before their freshman year until their high school graduation. During the school year, students attend individually tailored Saturday workshops held twice a month. During the summer, students attend a daily six-week non-residential academic component. Services are provided to increase academic success, college readiness, and personal responsibility. Workshops and activities focus on college visitations and college fairs, college and career preparation & readiness, financial aid, scholarship and career information, college admission test workshops, use of the latest technology available for school work, and college searches. Students are tracked, and progress is monitored to help them succeed in school, and immediate feedback and assistance are provided when they are struggling. The program has served more than 3,000 students and has been recognized nationally as a program of excellence. We have close to a 100% graduation rate from high school and more than 60% graduation rates from college.

**As Vice President for Strategic Planning (and previously as Special Assistant to the President):**

*Responsibilities:* This position assisted the President in the areas of policy, long-range planning, and strategic budgeting. As a president's senior leadership team member, my responsibilities included coordinating the university strategic plan, developing a planning and resource allocation strategy, promoting accountability assessment, improving the effectiveness of organizational structures and processes, and enhancing institutional reporting and analytical capabilities.

*Accomplishments:*

- Led and coordinated the development of the current strategic plan of the university
- Led process for strategic budget development and resource reallocation.
- Led mid-term review of university strategic plan; this was a semester-long process that involved engaging all the university stakeholders. The review process resulted in an extension of the current five-year plan by one year.
- Integrated implementation of strategic priorities as part of the annual budget development process.
- Initiated process to improve infrastructure and support for graduate programs and graduate students.
- Coordinated with the Deans to improve policies for course scheduling, release time, and faculty hiring.
- Coordinated with the Deans and Office of Institutional Data to improve data consistency and clarity.
- Represented University and the Welch College of Business in developing international collaborations in Asia and the Middle East.
- Facilitated an MoU with Pandit Deendayal Petroleum University, India, for faculty and student exchange.
- Supported Deans in developing Strategic Plans for their Colleges.

**As Interim Dean and Associate Dean of the Welch College of Business:**

*Responsibilities:* Interim Dean and previously Associate Dean of AACSB accredited Welch College of Business with five departments and 42 full-time faculty. Supervise the Department Chairs, Directors of undergraduate and graduate programs (in Fairfield, CT, and Luxembourg, Europe) and Director of Learning Assessment and Research; Manage academic and administrative affairs of the college per the college mission, strategic goals, and policies to maximize student learning and financial sustainability; Oversee curricular development and curricular assessment; Coordinate development and planning of new programs; Collaborate with other Deans regarding the curricular revision and new program development; Coordinate teaching assignments and scheduling of the courses in consultation with Department Chairs, Oversight of faculty and staff recruiting, promotion and tenure reviews, human resource

matters, college budget, and Luxembourg campus operations; Engage external and internal constituents to generate resources for the college.

*Accomplishments:*

- **AACSB Accreditation:** Led successful self-study and site visit for reaffirmation of AACSB accreditation of the Welch College of Business.
- Streamlined and organized the assurance of learning processes and assessment data in the college. Improved communication and feedback of assessment outcomes.
- **New Graduate Programs:** WCOB has been one of the few business schools which offered only one graduate program (part-time MBA). As Interim Dean, facilitated the process to identify, develop and secure the approval of additional graduate programs. Welch College of Business added M.S. in Digital Marketing, MS in Human Resource Management, and a first doctoral-level program with DBA (Finance).
- **Welch Experience:** Coordinated successful efforts of a university-wide team of faculty and staff to develop a signature program (Welch Experience) for undergraduate students in the college of business. Ensured successful launch (Fall 2010) and implementation of the Welch Experience program and hired a full-time director of the student experience. The **Welch Experience** program offers research opportunities, mentoring programs, service-learning, and volunteer programs, enhanced career development services, global study opportunities, and co-curricular activities in a deliberate sequence. Since its launch, Welch *Experience* continues to evolve and has resulted in improvement in retention and enrollment. This program included many firsts for the college like a Living and Learning Community, a Pre-Fall program, Welch Wednesdays for recruitment, and several short-term study abroad programs. The program fee has generated additional revenue of about \$800,000 per year for the university.
- **Luxembourg campus:** Led strategic analysis of the Luxembourg campus and initiated immediate actions and intentional efforts to improve part-time enrollment, add a full-time cohort of international students, and create a fiscally sustainable path for the campus.
- **International collaboration:** Initiated and led efforts for an articulation agreement with an overseas university partner.
- Established **College of Business Dean's** fund. Worked with the President's office and Advancement office to develop existing and new relationships with external constituents to promote the WCOB Dean's fund.
- Led a new initiative to create the John F. Welch College of Business **Research Day**. In this comprehensive one-day program, WCOB faculty members present their current research papers on various topics to WCOB seniors and juniors to promote undergraduate research and enhance student engagement and critical thinking. More



than 250 students took part in the inaugural Research Day, attending at least one of the six research sessions that approximately thirty members delivered of the WCOB faculty. Several students showed interest in applying for research assistantships after attending the research day.

- Hosted the 2012 annual meeting of the Academy of International Business- Northeast Chapter (AIB-NE). This was the first-time university, or the college hosted an entire **academic conference**.
- Led development of the strategic plan for the college.

### **As Senior Officer, National Stock Exchange of India:**

#### *Responsibilities:*

- Continuous monitoring of the financial health of trading members of the Exchange - scrutiny & analysis of the balance sheet, capital adequacy, capital structure.
- Ensuring trading members comply with laws, regulations, and guidelines of the Exchange and those of Securities and Exchange Board of India (SEBI) guidelines.
- Interpreting laws and regulations for the financial markets and implementing changes to existing policies applicable to trading members.
- Developing new policies and processes that included introducing sub-brokers on the Exchange, designing and implementing policy on transfer of membership of the Exchange.
- Evaluation of proposals from trading members regarding joint ventures, takeovers, mergers & amalgamations, and capital structure changes.
- Handling queries & offering guidance regarding new membership and processing new applications, mainly from foreign broking firms.

### **Refereed Publications and Working Papers**

Paliwal, R., Hegde, S. (2011), Financial Contagion and Market Liquidity: Evidence from Asian Crisis. *IUP Journal of Applied Finance*,

Lyons, B., Paliwal, R., Pannese, D. (2010), Interpreting Financial Results. *Strategic Finance*, April 2010(April 2010), 48-53

Paliwal, R. (2009), Intra-Industry Effects of Takeovers: A Study of the Operating Performance of Rival Firms. *International Journal of Business and Finance Research*, 4(2), 97-15.

Paliwal, R. (2008), Pre-acquisition Characteristics of the Acquirers. *Review of Business Research*, 8(2), 169-177

Paliwal, R. (2007), Takeovers and Agency Problems: A Reexamination of the Pre-Acquisition Operating Performance of Targets. *The Business Review, Cambridge*, 8(2), 29-37

Teaching the Catholic Intellectual Tradition through an Experiential Learning Program, *with Khawaja Mamun*

Tracking Errors of ETFs and Index Mutual Funds- A Comparison, *with Matt Choiniere*

Cross-Border Mergers & Acquisition: Impact of Intellectual Property Regulations and their Enforcement, *with Khawaja Mamun and Jing Jiang*

Cross-Border Mergers and Acquisitions and Corporate Governance Structures