Marshall Edward (Mark) Drummond
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Twentynine Palms, California, 92277
 760-399-0736

POSITIONS IN ACADEMIC ADMINISTRATION:

Chief Operating Officer and Provost, Higher Colleges of Technology, United Arab Emirates.   (2009 to 2013). The HCT is a system of 17 college campuses located throughout the Emirates. The mission of this system is to prepare citizens for professional careers in technical fields such as engineering, computer science and allied health. The colleges offer 38 bachelor's degrees and 6 associated master's degrees.   The colleges are governed by the Federal Government of the UAE, and are under the office of the Minister of Higher Education and Scientific Research. Accomplishments included increased effectiveness/efficiency of operations; 20% enrollment growth and international accreditation of all major programs of study (ABET, NCATE, AACSB, etc).

Chancellor, Los Angeles Community College District (June, 1999 – 2004; 2007-2009.) Chancellor and Chief Executive Officer of the Los Angeles Community College District, the largest community college district in the nation and includes nine colleges with a budget of ¾ billion dollars serving approximately
140,000 students.   During my first term, the District passed two of the largest facilities bonds ($2.2 billion dollars total) ever passed by a community college. Upon my return to the office in 2007 an additional $5 billion issue was approved. In addition, during my tenure, the District has brought in over $500 million in external funding, and the 10 foundations are growing at double-digit rates.

Chancellor, California Community College System (January 2004 – June 2007). The Chancellor is the chief state officer in charge of all regulatory policy and budget. Approval of all programs and degrees, budget requests to the Governor and legislature, and all student aid are managed by the State Chancellor and a staff of over 400 working in the State Capital. Relations between the other segments of public and private education, the colleges and the state government, and relations with the Federal Government are managed by the Chancellor.   The Chancellor reports to a Governing Board of 17 individuals appointed by the Governor.

President, Eastern Washington University (1989-1998) President and Chief Executive of Eastern Washington University, a public university serving approximately 8,000 students at the graduate and undergraduate levels. Annual capital and operating budget is in excess of $100 million. Major achievements include increasing the university endowment from under $1 million to approximately $28 million; increasing the level of grants and contracts tenfold; raising private and public funds to restore a historical performing arts

center, securing funds to build a new 160,000 square foot library, and to do other extensive renovations. Led the effort to restructure the colleges to better utilize extension and other college/university partnerships (including public/private). Stabilized and guided the building of a quality NCAA Division I sports program.
Total new construction during my tenure exceeded $400 million.

Executive Vice President, Eastern Washington University (1989). Serving as Chief of Staff to the president this position entailed the supervision of all university divisions.

Vice President for Administrative Services and Finance, Eastern Washington University (1988-89).

Vice President and Chief Information Officer, Eastern Washington University (1987)
Director of Education/Planning, Los Rios Community College District, Sacramento (1981-82)

Director, Business and Technical Studies, Chabot College, Valley Campus (1975-81)

Coordinator of Data Processing, Chabot College (1970-72)

POSITIONS IN THE PRIVATE SECTOR:
⌞SEP⌟**Founding Member and General Manager**, Technology Specialists Inc., Exton, Pennsylvania (I985-89). (later named Collegis and then Sungard).
⌞SEP⌟**General Manager for West Coast Operations**, Systems and Computer Technology Corporation (SCT), Malvern, Pennsylvania (1982-85)

HONORS AND AWARDS:
⌞SEP⌟Phi Kappa Phi National Honor Society
Author's Award - Wadsworth Publishing
Beta Gamma Sigma National Honorary Society
Phi Alpha Theta National Honorary Society
⌞SEP⌟PUBLIC SERVICE HISTORY:

President, CEO Board of the California Community Colleges. The CEO Board operates under the auspices of the Community College League of California (CCLC) and is the official advocacy group for the leaders of California's 108 community colleges. Service is voluntary and members are elected.

Commissioner, City of Los Angeles. Appointed June 2002 by Mayor James Hahn to the Commission on Families and Children. The Commission oversees funds and programs of the City of Los Angeles dedicated to the service of children, youth, families and the organizations within the City that support them.

Member, University of Southern California Board of Councilors. The BOC is advisory to

the university president and to the dean of the Rossier School of Education. The Council participates in planning and developing external funding opportunities and provides advice and counsel regarding institutional direction.

<u>Member, National Academy of Sciences Sub Committee on Emerging Technologies for radioactive waste management and disposal</u>. This group is charged with advising the U.S. Department of Energy on policy and program matters relating to the storage and disposal of waste materials from the nuclear weapons production program. [SEP][SEP]<u>Chairman, Hanford Future Uses Commission</u>. This group was chartered by the U.S. Department of Energy to study, hold hearings, and report and recommend future uses and ownership patterns for the 512 square mile Hanford Nuclear Reservation located near Richland, Washington. The resulting reports and recommendations served as a guide for future land actions, including clean up and disposal of waste and surplus land. As Chairman, I advised members of Congress on legislative matters pertaining to nuclear waste disposal.

<u>Chairman, Hanford Tank Waste Commission</u>. This group was chartered by the U.S. Department of Energy to examine and recommend alternatives for the disposal of hazardous and radioactive waste stored in numerous underground tanks at the Hanford Nuclear Reservation.

Spokane Chamber of Commerce Board of Directors, Spokane, Washington
Spokane Symphony, Board of Directors, Spokane, Washington
Goodwill Industries of the Inland Northwest, Board of Directors, Spokane, Washington
Lutheran Social Services, Senior Housing Project Coordinator, Spokane, Washington Sierra Club, member/research participant on the California Water Policy Study
United Bay Area Crusade (United Way): Compliance Audit Chairman
Private Industry Council member, Hayward, California
Small Business Administration consulting educator, Hayward, California
California Youth Symphony, Board Member [SEP]Commonwealth Club of California, Member
Opportunities Industrialization Center, founding director, San Jose, California

EDUCATION:

[SEP]B.S. - Management and Economics, San Jose State University

M.B.A. - Marketing and Economics, San Jose State University

[SEP]EdD - Higher Education Administration (Organization and Leadership), University of San Francisco, Dissertation topic involved the impact of post-secondary teacher training techniques on work quality and performance

PROFESSIONAL CONSULTATIONS: The following client engagements involved performance audits or assessments; technical environment or plan reviews; and planning

guidance.

Editorial Consultant, The Macmillan Company, New York
Contributing Editor, Diebold Series, Chicago
Harvard University School of Business
University of Arizona
University of Southern California
University of California Los Angeles
University of Houston System
Oregon State System of Higher Education (OSSHE)
Seattle University
California Institute of Technology
Memphis State University
Edinboro University of Pennsylvania
New Hampshire College
Cuyahoga Community College
Foothill-DeAnza Community College
Riverside Community College
San Diego Community College
San Mateo County Community College System (ongoing)
Victor Valley Community College

FACULTY AND RELATED POSITIONS:

Senior Research Scientist, Institute for Urban Education, Rossier School of Education, University of Southern California (1999 to 2009). The Senior Research Scientist engages in grant-seeking, research design, and policy development for the School of Education.

Visiting Professor of Education, University of Texas, Community College Leadership Program, (2004 to present)
Professor of Education specializing in educational policy, research methods, and assessment, Eastern Washington University (holding the current honorary rank of Professor of the University)
Professor of Business (tenured), Eastern Washington University
Adjunct Professor of Business and Information Systems, San Francisco State University
Associate Professor of Business and Education, University of San Francisco
Instructor, Business, and Data Processing, Chabot College, Hayward, California

Publications
The Context, Design, and Impact of System-Wide Assessments to Enhance Effectiveness in the Higher Colleges of Technology of the United Arab Emirates, Marshall Drummond and Matthew Robby, International Journal of Quality Assurance in Engineering and Technology Education, Vol 2, Issue 3, 2010

<u>Learning to Serve</u>, "Promoting Civil Society Through Service Learning", Kluwer Academic Publishers, Boston MS, ISBN 0-7923-7577-7, 2002

"Collaborative Bargaining in Public Universities," co-authored with William P. Hobgood and George M. Dennison, published in the Negotiations Journal, Volume 13, No. 1, 1997.

"The Relationship Between Shared Governance Models and Faculty and Administrator Attitudes," co-authored with Dr. Arthur Reitsch, published in Journal for Higher Education Management, Summer/Fall 1995

"Minorities in Leadership Positions in Higher Education: A Report of Eight Years of Disappointment, 1986 - 1993," published in the Black Issues in Higher Education, March, 1995. Presented at conference on "Expanding Opportunities for Minorities," held in Tempe, AZ, January, 1995

"Dealing With Faculty Salary Inequity - A Case Study," co-authored with Dr. Flash Gibson and Dr. Ray Hamel, published in the proceedings of The Association for Institutional Research, New Orleans, LA, June, 1994

"Are Information Systems Organizations Becoming Obsolete?," co-authored with Wayne Praeder, published in the proceedings of Computers on Campus, Columbia, SC, November 1992

"Introducing Multimedia Technology on Campus," co-authored with Wayne Praeder, and Dr. Douglas Bickerstaff, published in the proceedings of Computers on Campus, Myrtle Beach, SC, November 1992.
"Transforming the Mission – Institutionalizing Service to Non-Traditional Students," co-authored with Dr. Jennifer Stucker, published in the proceedings of The Adult Learner Conference, Columbia, South Carolina, June 1992.

"Programmatic Replacement of Computer Workstations: A Constant Renewal Approach," co-authored with Dr. Wayne Hall, published in the proceedings of Computers on Campus, Myrtle Beach, SC, November 1991.

"Computer Services: Acquiring and Allocating Resources," co-authored with Mr. Jack Hall, published in the proceedings of Computers on Campus, Myrtle Beach, SC, November 1991.

"Paying for your Vision - Integrating the Planning and Budgeting Process," CAUSE/EFFECT, co-authored with Wayne Praeder and Douglas Vinzant, Fall 1991.

"Getting it right the first time: An inclusive methodology for defining campus network requirements." Presentation at the proceedings of Computers on Campus, University of South Carolina, Columbia, South Carolina, November 1990.

"A distributed microcomputer based planning model that integrates the planning/budgeting process for an entire university - a case study." Presentation at the proceedings of the CAUSE National Conference, Miami, Florida, November 1990.

"Determining Evaluation Criteria for the Selection of Fourth Generation Languages," Journal of Systems Management, Association for Systems Management (ASM), Cleveland, Ohio, September 1990.

"A New Model for Linking Strategic Planning, Tactical Planning, and Resource Allocation - A Case Study," presented at and published in the proceedings of the National Conference of the Society of University and College Planners (SCUP), Denver, Colorado, 1989.

"Using Hypermedia in language instruction - a case study," co-authored with Dr. Perry Higman, presented at and published in the proceedings of the 1989 National Conference of the Association of Computer Educators, Denver, Colorado, October 1989.

"Expanding Library Networks Between Institutions and Within Geographic Regions." Presented at and published in the proceedings of Computers on Campus, University of South Carolina, Columbia, South Carolina, November 1989.

"Defining the Target Environment: A Shared Vision Methodology for Information Systems Planning," Information Resources Management Journal, Middletown, Pennsylvania, December 1989.

"Uses of Fourth Generation Languages in Colleges and Universities, A Status Report and Summary of Evaluations," The Journal of Computer Information Systems, summer 1988.

"Facilitating the Integration of Emerging Technologies with the Curriculum and Institution at Cuyahoga Community College," Cutting Edge Technologies - a monograph, American Association of Community and Junior Colleges, Washington, D.C., 1988.

"Target Environment Planning for Information Resources Management," Proceedings of the Association of Human Resource Management and Organizational Behavior, Long Beach, California, 1988.

"The Use of Academic Incentive Grants as a Method of Resource Allocation," co-authored with Dr. Wayne Hall, published in the proceedings of Computers on Campus, Tampa, Florida, 1988.

"Aligning Planning, Policy Development, and Information Services Delivery in a Shared Governance Environment," CAUSE Proceedings, Nashville, Tennessee, 1988.

"Automated Design Tools: Promises or Paradise?" CAUSE Proceedings, Clearwater,

Florida, 1987.

"Uses of Automated Design Tools in University Administrative Computing," CAUSE/EFFECT, July 1987.

"Programmer Productivity and User Satisfaction Related to Design Methods, "SMC-XII Proceedings, Chicago, Illinois, 1987.

"Fourth Generation Implementations in Higher Education," CAUSE Proceedings, Monterey, California, 1986.

"Information Engineering for Higher Education - a Model for the '90s," CAUSE Proceedings, New Orleans, Louisiana, 1985.

"Selecting a Micro Computer Network for Technological Endurance," CAUSE Proceedings, Orlando, Florida, 1984.

"Computer Resources in Public Schools - An Assessment of the Haves and Have-Nots," NFCC Proceedings, Dayton, Ohio, 1984.

"Academic Information Management - A New Synthesis," CAUSE Proceedings, San Francisco, California, 1983.

"Transfers – It's a Two-Way Street," Community and Junior College Journal, November 1982.