

STRATEGIC AND OPERATIONAL LEADER IN HIGHER EDUCATION

Successful record of leadership in building and empowering academic and operational teams to achieve strategic goals. Extensive experience in developing, growing, managing, and teaching major cross-disciplinary academic programs including doctoral programs. Experienced in hiring, evaluating, developing, and inspiring faculty across different disciplines and in challenging environments including collective bargaining environment. Successful record of accomplishment in significantly improving student retention and completion rates. Skilled and experienced in writing, securing, and managing competitive research grants. Innovative teacher always exploring new and effective teaching styles and the latest trends in higher education. Strong record of scholarly publications and presentations in reputable peer reviewed cybersecurity journals and conferences. Experienced in leading highly effective regional and program specific accreditation for educational quality assurance. Proven entrepreneurial skills in developing strategic partnerships with industry, government, and academic organizations.

PROFESSIONAL EXPERIENCE

Thomas Edison State University, Trenton, NJ

Associate Dean, School of Applied Science and Technology: September 2016 – Present

- Responsible for planning and coordinating curriculum development and implementation; managing outcomes assessment and ABET-accreditation process; increasing student enrollment retention and completion; faculty recruitment and development; and leading outreach and partnership efforts.
- Successfully manage a portfolio of 25 programs in a wide range of academic disciplines with more than 2800 students.
- Responsible for faculty hiring, development, evaluation, recommendation for tenure, promotion, and conflict resolution per collective bargaining agreement (CBA) of the American Federation of Teachers (AFT) Local 4277.
- Successfully manage the evaluation and development plan of 70+ faculty and staff members as per CBA of AFT and Communication Workers of America (CWA)/International Federation of Professional and Technical Engineers (IFPTE) respectively.
- Successfully led the development and launch of the following new graduate, undergraduate, and certificate programs:
 - Master of Science in Information Technology
 - Graduate Certificate in Cybersecurity Critical Infrastructure
 - Bachelor of Science in Cybersecurity
 - Undergraduate Certificate in Cybersecurity
- Manage, maintain, and evaluate Bachelor of Science in Technical Studies, a cross-disciplinary technical communication program supported by faculty from IT, communication, and English disciplines.
- Leading the development of the new Master of Science in Cybersecurity and Graduate Certificate in Cybersecurity programs.
- Developed a highly effective student retention and success program resulting in achieving 90% student retention rate and 85% student graduation rate.

- Established articulation agreements with Augusta Technical College, Bossier Parish Community College, and County College of Morris in various disciplines ranging from IT, cybersecurity, and criminal justice.
- Established an interdisciplinary advisory board for the School of Applied Science and Technology. The board includes executives and experts from various disciplines and sectors.
- Serve as liaison with the other schools, programs' coordinators and administrative offices to facilitate the goals and objectives of the School of Applied Science and Technology.
- Successfully organized and delivered the Cybersecurity Northeast Region Symposium in Jersey City on May 10, 2018. This highly successful Symposium focused on current regional and national cybersecurity trends, impact of cyber threats to the region, and workforce needs of cybersecurity professionals.
- Teach the following graduate level courses:
 - Integrating Cybersecurity into the System Lifecycle
 - Network Defense and Security
 - Special Topics in Cybersecurity

University of Maryland University College, College Park, MD

Associate Vice President & Advisor to the President: September 2013 – August 2016

- Served as the University's focal point for cybersecurity-related programs, strategic initiatives and partnerships with public, private, military and international organizations.
- Provided strategic and expert advice to the University's President and academic leadership on university wide cybersecurity-related initiatives and programs, including interdisciplinary curriculum drawing knowledge and skills from faculty in criminal justice, communication, social sciences, leadership, policy, governance, and management disciplines.
- Played a leading role in the development and launch of graduate, undergraduate, and certificate programs; involving courses from various disciplines such as IT, homeland security, criminal justice, communication, English, media, organizational leadership, policy, management, and social sciences. The enrollment in these programs grew to more than 8000 students in three years.
- Successfully coordinated with the Office of Marketing and Enrollment Management to promote cybersecurity programs and achieve enrollment goals.
- Led the university's cyber gala raising more than \$1.5 million to support scholarships for talented students in cyber-related programs.
- Served as the University's staff and subject matter expert to the Maryland Commission on Cybersecurity Innovation and Excellence and later to the Maryland Cybersecurity Council, created through the Maryland State legislation and signed by the Governor to make Maryland the epicenter of cybersecurity.
- Developed a successful proposal that resulted in nominating the University to lead the educational entity of the planned Cyber Center of Education and Innovation by the U.S. National Security Agency and National Cryptologic Museum Foundation.
- Managed the university's high-profile Cybersecurity Advisory Board comprised of some of the nation's top cyber security experts and leaders.
- Served as the University's Liaison to the Business-Higher Education Forum, an organization of senior business and higher education executives dedicated to advancing solutions to U.S. education and workforce challenges.

- Taught the following graduate level courses in cybersecurity:
 - Communicating, Problem Solving, and Leading in Cybersecurity
 - Cyberspace and Cybersecurity Foundations

University of Maryland University College, College Park, MD

Director & Professor, Center for Security Studies: July 2009 – August 2013

- Successfully led and managed faculty, postdoc research fellows and administrative staff associated with the Center for Security Studies.
- Managed and maintained the university's designation as a National Center of Academic Excellence in Cyber Defense Education (CAE-CDE) by the National Security Agency and the Department of Homeland Security (NSA/DHS).
- Led the application process and earned the designation for the University as a National Center of Digital Forensics Academic Excellence (CDFAE) by the US Defense Cyber Crime Center (DC3).
- Developed partnerships with government and industry in terms of providing program support and analysis, consulting and specialized education and training in the areas of cybersecurity and homeland defense.
- Established and managed the Center's board of visitors comprised of leading experts and executives from major public and private sector organizations. The board proved to be highly successful in terms of providing advice on interdisciplinary curricula, building the reputation of programs, and fundraising efforts.
- Successfully secured and administered interdisciplinary research grants and projects funded by public and private organizations.
- Played a key role in developing graduate certificates, including foundations of cybersecurity, cybersecurity policy, and cybersecurity technology, for the consultancy's workforce of Booz Allen Hamilton, a global strategy, technology, and engineering company.
- Organized highly successful seminars, conferences, and webinars on the cutting-edge cybersecurity and homeland defense topics, attended by students and faculty from various disciplines, including cybersecurity, homeland security, criminal justice, political science, business, and emergency management. In addition, policymakers, government officials, military personnel, law enforcement officials, and private-sector communities participated in these events.
- Led the preparation of Center's annual budget and managed it in a fiscally responsible manner.
- Taught the following graduate level cybersecurity courses:
 - Communicating, Problem Solving, and Leading in Cybersecurity
 - Cyberspace and Cybersecurity Foundations
 - Risk Management and Organizational Resilience
- Provided guidance and mentoring to graduate students on their interdisciplinary research projects combining technology, management, human, policy, ethical, legal, and privacy aspects to solve complex cybersecurity problems in a holistic manner.

American Council of Engineering Companies, Washington, DC

Manager, Continuing Education: January 2008 – June 2009

- Successfully led cross-disciplinary training and development programs designed for engineers, managers, and other professionals in engineering firms to gain knowledge and skills in areas such as leadership, project management, organizational communication, conflict management, and contract management.

- Managed the design, development, delivery, quality, assessment, and evaluation of a wide range of cross-disciplinary corporate training programs.
- Led the design, development, and implementation of a large-scale national portal (<https://rcep.net/>) dedicated to serving the training and continuing education needs of more than 5000 engineering firms.
- Founded the ACEC's National Designation & Certification Program, which sets the national standards for leadership excellence and recognize accomplished executives, project managers, engineers, and expert witness in the field of engineering.
- Developed and led the Executive Education Forum, a national platform for establishing standards and best practices for training and development of professionals in the engineering industry.
- Served as a leading researcher on the ACEC's Research Advisory Board. Conducted applied research and published white papers on management issues, trends, and innovative approaches in technology and engineering related organizations.

Keller Graduate School of Management, New York, NY

Dean, Keller Graduate School of Management-New York Region: April 2005 – August 2007

- Served as the chief academic and administrative officer of the DeVry University's Keller Graduate School of Management in the New York Region.
- Provided overall direction and leadership in terms of meeting organization's quality, growth, and profitability goals.
- Successfully led and administered two branch locations (Manhattan and Long Island City) of the Keller Graduate School with the help of 120+ academic and administrative staff.
- Managed faculty and staff recruitment, evaluation and development, contract renewals, and promotions.
- Led the development, management and accreditation of practitioner-based academic programs in areas such as business administration, information technology, human resources management, project management, leadership, criminal justice, and public administration.
- Formulated a dynamic strategic plan to turnaround Keller Graduate School of Management in the New York Region. The plan proved to be highly successful in terms of tremendous enrollment growth (30%) and optimized use of organizational resources.
- Managed the entire budget process of \$35 million/year in a fiscally responsible manner, which resulted in increased profits (30%) and tremendous cost savings (22%).
- Led initiatives in partnership with department chairs and faculty to increase student retention and achieve excellence in faculty scholarship, teaching and service.
- Implemented a successful student success and retention plan in conjunction with the academic and enrollment management team resulting in achieving 92% student retention rate and 87% student graduation rate.
- Streamlined the marketing and outreach strategy to enhance the brand of Keller Graduate School in the New York region.
- Formed alliance with the Becker Professional Education (financial and management training company) to work together and offer customized training programs to serve the needs of financial sector clients in the New York. This partnership proved highly successful in attracting large number of corporate training accounts.
- Served on the National Advisory Council of Keller Graduate School of Management – established to guide and lead graduate programs and strategic initiatives.

University of Maryland University College, Graduate School, College Park, MD

Director & Professor, Technology Programs: August 2000 – March 2005

- Successfully directed and managed the development and delivery of major graduate programs ranging from technology management through project management, and systems engineering.
- Played a leading role in the development of Doctor of Management (DM) program, a cross-disciplinary program supported by faculty from programs such as technology management, criminal justice, management information systems, human resource management, and interdisciplinary studies in management.
- Managed recruitment, evaluation and development, promotion, and contract renewal process of 25 faculty members.
- Led the design, development and launch of project management program and successfully managed it in terms of designing curriculum and defining relationships to the project management-certifying agency (PMI).
- Developed and taught the following graduate level courses:
 - Strategic Management of Technology & Innovation
 - Organizational Performance Management
 - Foundations of Information Security and Assurance
 - IT Project Management
- Maintained excellent average rating (4.7/5) for teaching effectiveness from student evaluations.
- Provided guidance and mentoring to graduate and doctoral students on their research projects in the areas of technology management, information assurance, and project management.

NISC-Lockheed Martin Technology Services Group, New York, NY

Consultant/Government Contractor: November 1997 – July 1999

- Provided subject matter expertise to the Federal Aviation Administration (FAA) in developing a system modernization plan to ensure efficiency, reliability and security of information systems.
- Provided technical, policy and regulatory support to FAA in implementing its system modernization plan.
- Performed technical reviews and provided recommendations including technical specifications, test plans and procedures, and training documents for systems.
- Achieved significant cost savings by completing consulting projects with the help of in-house resources.

The Robert B. Balter Consulting Company, Springfield, VA

Member, Interdisciplinary Team: August 1994 – October 1997

- Conducted requirement analysis for the development of major information systems and applications.
- Participated in the design, development, and implementation phases of information technology projects.
- Performed audits to assess the effectiveness of systems in terms of efficiency, reliability and security.
- Provided technical and training support to clients on the implementation and management of new enterprise systems in their organizations.

FACULTY APPOINTMENTS & RANKS

- **Professor** (2016 – Present): School of Applied Science & Technology, Thomas Edison State University, Trenton, NJ
- **Professor** (2009 – 2016): Department of Cybersecurity and Information Assurance, University of Maryland University College, College Park, MD
- **Associate Professor** (2004 – 2005): Department of Information and Technology Systems, University of Maryland University College, College Park, MD
- **Assistant Professor** (2000 – 2003): Department of Information and Technology Systems, University of Maryland University College, College Park, MD
- **Adjunct Faculty**, (2000 – 2016): Doctoral Programs, College of Management and Technology, Walden University, Minneapolis, MN

DOCTORAL PROGRAM LEADERSHIP & TEACHING

- *University of Maryland University College* (2000 – 2005)
 - Played a leading role in the design and development of the Doctor of Management (DM) program at the University. This cross-disciplinary program was supported by faculty from technology management, criminal justice, management information systems, human resource management, and interdisciplinary studies in management.
 - Taught the Foundations of Doctoral Studies course and served as chair and committee member on doctoral dissertations in the area of technology and innovation management.
- *Walden University* (2009 – 2016)
 - Completed the following required training designed for doctoral faculty:
 - Effective Doctoral Students Advising and Mentoring Training
 - Walden University's Doctoral Dissertation/Thesis Model
 - Taught doctoral level courses in information systems management and leadership and organizational strategy
 - Served as chair and committee member on doctoral dissertations in the areas of technology and innovation management, information systems management, leadership, and strategy.
- *Thomas Edison State University* (2018 – Present)
 - Serve on the advisory committee of the new Doctor of Business Administration Degree (DBA) program. This interdisciplinary program is supported by faculty from diverse disciplines.

EDUCATION

- Doctor of Science, George Washington University, Washington, DC. May 2000
- Master of Science, George Washington University, Washington, DC. September 1996
- Bachelor of Science, University of Engineering & Technology, Pakistan. December 1991

CONTINUING EDUCATION/TRAINING CERTIFICATES

- Advanced Security Essentials - Enterprise Defender, SANS, Freehold, NJ, July 2019
- Building Better Work Relationships: New Techniques for Results-Oriented Communication, American Management Association, New York, NY, May 2018

- CompTIA CySA+ and PenTest+ Mini Boot Camps, New Jersey Cybersecurity and Communications Integration Cell, NJCCIC, Sewell, NJ, April 2019
- Leadership Training and Development Program, Lead Academy, College Park, MD, July 2015
- Critical Security Controls: Planning, Implementing and Auditing, SANS, San Francisco, CA, April 2015
- Cybersecurity Crisis Management, Black Hat, Las Vegas, NV, August 2014
- Lethal Network Forensics, SANS, Washington, DC, April 2014
- Fundamentals of Chief Information Security Officer, ISACA, Arlington, VA, March 2014
- Strategic Management, American Management Association, Washington, DC, May 2013
- Advanced Program Management, Northwestern University, Evanston, IL, June 2012

GRANT AWARDS & LEADERSHIP

- Principal Investigator, Cybersecurity Postdoc Research Program Grant, Maryland Higher Education Commission. Award #:600181, Total award amount: \$ 450, 000, July 2011 – June 2013.
- Principal Investigator, Information Assurance Scholarship Program (IASP) Grant, The National Security Agency and the Department of Homeland Security (NSA/DHS), Award#:10.605, Total award amount: \$320, 000, July 2010 – June 2013.
- Principal Investigator: Institutional Capacity Building Grant, The National Security Agency and the Department of Homeland Security (NSA/DHS), Award Award#:11.706, Total award amount: \$150, 000, July 2011– June 2012.
- Project Director, Grant to develop labs and simulations for the new Master of Science in Cybersecurity program. Public Service Electric and Gas Company (PSE&G), Total award amount: \$95, 000, July 2019 – June 2020.
- Co-Principal Investigator, NRC Scholarship Grant, Nuclear Regulatory Commission. Total award amount: \$360, 000, July 2017– June 2020.
- Project Director, Investigation of core cyber roles and associated cyber knowledge and skills for developing customized training program for Booz Allen’s cyber workforce. Total award amount: \$200, 000, July 2009 – May 2010.
- Co-Principal Investigator: Research Grant: Women in Technology, Cisco Systems, Inc. Total funding requested: \$150, 000.
- Project Director: SAIC Scholarships and Mentorships Program, The Science Application International Corporation (SAIC), Total award amount: \$250, 000, July 2010 – June 2013.
- Project Director, SAIC Scholarships and Mentorships Program, The Science Application International Corporation (SAIC), Total award amount: \$250, 000 July 2010– June 2013.
- Project Director, Scholarship Program, Sotera Defense Solutions, Inc. Total award amount: \$150, 000, July 2011– June 2012.
- Project Director, Deloitte LLP Cybersecurity Scholarships. Total award amount: \$275, 000, April 2013 – June 2015.

BOARDS & PROFESSIONAL MEMBERSHIPS

- Founding Member and Advisor, New Jersey Cybersecurity Working Group, New Jersey Economic Development Authority, February 2019 – Present
- Member, New Jersey Big Data Alliance, The New Jersey Big Data Alliance, January 2018 – Present
- Thomas Edison State University’s Representative, New Jersey Energy Coalition, March 2018 – Present

- Thomas Edison State University's Representative, The Innovation New Jersey Coalition, November 2017 – Present
- Thomas Edison State University's Representative, New Jersey Tech Council, May 2017– Present
- Advisory Board Member, Center for Strategic Cyberspace & Security Science. April 2012 – Present
- Corporate Associate Member, Armed Forces Communications and Electronics Association-AFCEA International. August 2009 – Present
- Committee Member, AFCEA International Cyber Committee. June 2015 – August 2016
- University of Maryland University College's Liaison, The Business-Higher Education Forum, January 2014 – August 2016
- Cybersecurity Advisory Council Member, Maryland Higher Education Commission. December 2010 – June 2011
- Member, Association for Federal Information Resources Management (AFFIRM). January 2014 – Present
- Member, GTRA SecureGOV Council, December 2014 – Present

SELECTED PUBLICATIONS

- *IoTCP: A Novel Trusted Computing*: Paper published in the Journal of the Colloquium for Information Systems Security Education (Edition 6, Issue 1). September 2018
- *Cloud Security: A HiSPO Approach*, Paper published in the ACM Conference Proceedings, Gatlinburg, TN. November 2017
- *Data Security and Threat Modeling for Smart City Infrastructure*. Paper published in Conference Proceedings of the IEEE Cyber Security of Smart Cities, Industrial Control System and Communications. August 2015
- *Using Novel Video Indexing and Data Analytics Tool to Enhance Learning Interactions and Outcomes in Cybersecurity Online Education*. Paper published in Conference Proceedings of the International Conference on Communication Technology and Application, Beijing China. August 8, 2014.
- *Engineering the Trust Model Analysis into Web Application Development Process for eCommerce*, Paper published in Conference Proceedings of the 2013 Annual International Conference on Engineering and Technology, Los Angeles. July 2, 2013
- *Framework for Next Generation Digital Forensics Models*. Paper published in Conference Proceedings of the 12th International Conference on Security and Management, Las Vegas, N. July 22, 2013
- *Frankenstein's other Monster: Toward a Philosophy of Information Security*. Paper published in the Journal of International Journal of Computer Science and Information Security, (Vol. 10 No. 4). April 2012
- *Using Simulation to Prevent Virus Propagation in Computer Networks*. Paper published in the Journal of Network and Communication Technologies, (Vol. 1, No. 2). November 2012
- *Securing Information Systems in Airports: A Practical Approach*. Paper published in the IEEE Transactions, International Conference for Internet Technology and Secured Abu Dhabi, United Arab Emirates. December 12, 2011
- *Cyber Crime: Explaining the Hidden Decrease in Violent Crime Rates within a Routine Activities Framework*. Paper published in Conference Proceedings of the 2011 Annual Conference of American Society of Criminology, Washington, DC. November 15, 2011
- *Crimes of Information: An Analysis of the Emergence of Medical Identity Theft in a HITECH ACT Environment*. Paper published in the Conference Proceedings of the 139th American Public Health Association Annual Conference, Washington, DC. October 31, 2011
- *A Remote-Lab Approach to Teaching Cybersecurity Online*. Paper published in Conference Proceedings of the 5th China-United States Forum on Distance Education, Nanjing, China. September 18, 2011

- *A Novel and Secure Data Sharing Model with Full Owner Control in the Cloud Environment*. Paper published in the International Journal of Computer Science and Information Security (IJCSIS). This paper received **the Best Paper Award of IJCSIS June Issue** (Vol. 9 No. 6). June 2011
- *Information Superhighway Patrol*. Paper published in the Journal of Higher Education, Military Advanced Education (Volume: 6 Issue: 1). February 2011

SELECTED INDUSTRY WHITE PAPERS

- *Cyber Performance Metrics: Are we there yet?* AFCEA International Cyber Committee. August 2016
- *Translation, Leadership, and Culture, of Cyber Risk Management*. AFCEA International Cyber Committee. April 2016
- *Open Source Business data and Classified Cyber Security Data*. AFCEA International Cyber Committee. March 2016

SELECTED PRESENTATIONS

- *Preparing the Nuclear Professionals for a Life in a Cyber Secure World*. Served as a panel member at the Conference on Nuclear Training and Education: CONTE 2019, St. Augustine, FL. February 7, 2019
- *Training Cyber Warriors*, Interview published in Diversity in Action Magazine, January 2018
- *Safeguard Utility Control Systems from External and Internal Attackers*, Panel Moderator, The 2nd Next Generation Cyber Security for Utilities conference, Washington, DC. November 2017
- *Senate Bill-SB 542: Maryland Cybersecurity Council – Establishment*. Provided successful testimonies to the Maryland Senate Finance Committee and House Economic Matters Committee. The bill received a favorable decision and was signed by the Maryland Governor. May 12, 2015
- *Cybersecurity & Aerospace: Challenges, Trends and Strategies*. Presented as a featured speaker at the NASA Goddard Space Flight Center Information Sciences and Technology Colloquium, Greenbelt, MD. April 13, 2015
- *Bring Your Own Device (BYOD): Cybersecurity Challenges and Strategies*. Paper presented at the 2015 AFCEA West Conference, San Diego, CA. February 11, 2015
- *Winning the War on IT & Cyber Talent*. Led and moderated a roundtable in the GTRA SecureGOV Summit for CIOs/CISOs of public and private sector organizations. Leesburg, VA. December 7, 2014
- *Challenges to Privacy in the Age of CyberInsecurity*. Delivered a keynote speech at the National Science Foundation supported conference on Human Subjects' Protections in the Digital Age: IRB, Privacy and Big Data, Arlington, VA. November 10, 2014
- *Creating the Cyber Generation: Education & Cyber Workforce Development*. Served as a panel member at the Cyber Montgomery Conference, Rockville, MD. May 22, 2014
- *Addressing Security Vulnerabilities of Mobile Computing: A Managerial Perspective*. Paper presented at the 2014 AFCEA West Conference, San Diego. February 12, 2014
- *The Biggest Threat to the U.S. Digital Infrastructure: The Cyber Security Workforce Supply Chain*. Paper presented at the Allied Academies-Fall International Conference, Las Vegas, NV. October 12, 2011
- *Teaching Cybersecurity at the Seams*. Paper presented at the 15th Colloquium for Information Systems Security Education (CISSE) in Fairborn, OH. This paper received **the 2011 Best Paper CISSE Award**. June 15, 2011
- *Cybersecurity Education & Certification*. Served as a panelist in the general session of IRS 2010 Cybersecurity Summit in Orlando, FL. September 21, 2010