

Allan J. Golden, Ph.D.
P.O. Box 761
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EDUCATION

Ph.D.	Higher Education Administration New York University	1976
M.A.T.	Social Studies Fairleigh Dickinson University Teaneck, New Jersey	1967
B.A.	American History & Government Fairleigh Dickinson University Teaneck, New Jersey	1965

EXPERIENCE

Interim President **2012 - 2013**
Mansfield University of Pennsylvania

Led initiative with local school districts to enhance outreach to high school students. Developed new academic programs to meet the workforce needs of the gas industry in the Marcellus Shale region of north central Pennsylvania. Led Phase II project for construction of new residence halls and track and football stadium improvements to accommodate multiple sports to enhance student recruitment.

Interim Vice President for Finance and Administration **2011**
Mansfield University of Pennsylvania of the Pennsylvania
State System of Higher Education
Mansfield, PA 16933

Supervised completion of Phase I project for new residence halls. Led initiatives for renovation of auditorium, primary science building, and upgrade of classroom facilities to include technology improvements.

**Vice President for Administration and Finance
California University of Pennsylvania of the Pennsylvania
State System of Higher Education
California, Pennsylvania 15419**

1981 - 2009

California University of Pennsylvania enrolls 9,100 students and employs 840 people. Responsible for: Accounting, Bursar Operations, Cash Management, Human Resources, Payroll, Insurance and Risk Management, Physical Plant, Student Financial Aid, Public Safety, Parking, Environmental Health and Safety, Purchasing, Receiving and Stores, Telecommunications, Duplicating and Print Production, and Mailroom. Responsible, also, for Collective Bargaining and Labor Relations. One hundred ninety of the university's employees fall within my purview which has an operating budget of \$13.4 million and have overall responsibility for the full \$110 million university budget.

Highlights of performance include establishing the university on a sound financial footing, supervising an investment of \$206 million in university facilities in accordance with the University Master Plan, providing funds for the upgrade of the library/learning center, supervising significant upgrade and expansion of computer infrastructure and student laboratories, and working closely with deans and department heads to fund the development of new programs and introduce computer systems for full control and reporting of all academic and administrative operations. Led an initiative with PASSHE in developing a process for the financing of projects on its 14 campuses.

Served as the university's representative relating to all business matters within the Chancellor's Office and other Commonwealth of Pennsylvania agencies. Liaison to the Finance Committee of the Council of Trustees.

**Vice President for Administration and Finance
Essex County College, Newark, New Jersey**

1979 - 1981

Essex County College enrolled approximately 6,000 students and employed almost 700 personnel. Reporting to me were: Accounting, Bursar, Personnel, Payroll, Insurance, Purchasing, Auxiliary Enterprises, Receiving and Stores, Telecommunications, Duplication and Print Production, Physical Plant and Facilities Planning, Real Estate Acquisition and Disposition, Custodial Services, Plants and Grounds Maintenance, Public Safety and Security, and Mailroom and related services. The college's 14.2 million dollar revenue base fell completely within my purview and was generated through negotiation with the state department of higher education, the county Board of Freeholders, and tuitions. The college has five bargaining units which represented almost 95% of all college employees.

Highlights of this experience included the elimination of a projected \$500,000+ deficit within first year of employment, establishing controls and reporting systems that eliminated past abuses and oversights, negotiating employee contracts that proved to be the most balanced in terms of costs and conditions in the college's history, and building of financial stability and capital reserve fund.

**Assistant Administrator (Dean) of Business Affairs
Bernard M. Baruch College, City University of New York**

1972 – 1979

Directed accounting and bursar operations, academic and non-academic personnel, payroll, purchasing, contracts, auxiliary enterprises, receiving and stores, and administrative support services. Developed and controlled other than personal service budget of \$4.2 million. Assisted in development and management of personal service budget of \$18 million. Administered service contracts for cleaning and maintenance totaling \$420,000. Initiated development of computer systems to control business affairs, tuition billing, and accounts receivable. Administered college-wide service contract for security. Acted as liaison in matters with the Board of Higher Education (CUNY Board of Trustees), university officials, and other college deans and officers. Highlight in this experience was the success of the computer systems and the emergence of the college from its financial problems relating to NYC's bankruptcy. Served key role with senior staff to develop strategies for dealing effectively with impact of budget reductions and declining resources.

**Executive Assistant to the Vice Chancellor for Administration
Board of Higher Education, City University of New York**

1970 - 1972

Acted as Vice Chancellor's liaison with university and college officials. Staff responsibility entailed administration of central office of the University including accounting, budget, payroll, purchasing, and personnel. Responsible for management of university-wide administration of two (2) faculty collective bargaining agreements which included hearing grievances, writing decisions and conducting pre-arbitration meetings. Provided assistance to the University's special counsel for labor relations. Served as Secretary of the University Council of Business Managers.

**Assistant to the Dean of Administration
Hostos Community College, City University of New York**

1969 - 1970

Member of the cadre staff responsible for total planning and development of a new community college. Appointed by Dean to represent college at meetings of the University Intercollege Personnel Council and to perform functions of the Personnel Officer, including staff hiring and development of personnel policies. Served as Dean's liaison with university and college officials. Responsible for the development of college office and support services.

Union Free School District #31, Island Park, New York

1968 - 1969

Taught seventh and eighth grade social studies and English at Lincoln Orens Junior High School.

Emerson Board of Education, Emerson, New Jersey

1966 - 1968

Taught seventh, eighth, and tenth grade social studies and English at Emerson Junior-Senior High School.

PUBLICATIONS

1. "In Defense of Academic Judgment: Settling Faculty Collective Bargaining Agreement Grievances Through Arbitration", (with Bernard Mintz), Buffalo Law Review, Winter 1973, Volume 22, Number 2.
2. "Faculty Collective Bargaining and the Arbitral Process", (with Bernard Mintz), The Journal of the College and University Personnel Association, July - August 1974.
3. "Faculty Cost and Productivity: An FTE Analysis of College Costs and Budget Shortfall." (with Bertil C. Nelson, Ph.D.) Privately submitted to the Board of Trustees of Essex County Community College, 1979.

PROFESSIONAL ASSOCIATIONS

National Association of College and University Business Officers
Eastern Association of College and University Business Officers
College and University Personnel Association

COMMITTEE ASSIGNMENTS FOR CALIFORNIA UNIVERSITY OF PENNSYLVANIA

Served on following committees:

Strategic Planning Committee
Master Plan Board
Space Utilization Committee
California University Forum
Budget Committee
Technology Committee
Finance and Facilities Subcommittee of the Institutional Self-Evaluation Committee
Organization and Administration Subcommittee of the Institutional Self-Evaluation Committee
Emeriti Faculty Association Fund Raising and Welfare Committee
President's Commission for Technology Planning and Oversight (co-chair)
Board of Directors of the Student Association, Inc.
Campus Enhancement Committee of the Student Association, Inc. (chair)
Labor-Management Committee (co-chair)

COMMITTEE ASSIGNMENTS FOR THE STATE SYSTEM OF HIGHER EDUCATION

Served on following committees:

- Council of Fiscal and Administrative Vice Presidents
- Emergency Preparedness Planning Committee
- Joint Purchasing Committee
- Investment Committee
- Task Force on Planning - Resources
- Joint Committee on Unique Classifications - AFSCME (American Federation of State, County, and Municipal Employees) and State System of Higher Education
- Transition Committee on Accounting, Cash Management, and Budget
- Task Force on Capital Facilities and Debt Management (chair)
- Task Force on Tuition Remission
- Academic and Student Affairs Committee of the Executive Council of the State System of Higher Education (administrative vice president representative from the 14 state-owned universities)
- Task Force on Workmen's Compensation
- Task Force on Investment Policy
- Task Force on Management Classification and Compensation

COMMUNITY SERVICE

Served on following committees:

- California University-Borough of California Relations Committee
- Board of Directors, Mon Valley Chapter of the American Red Cross
- Housing Committee of the Borough of California, PA
- California University representative to Borough of California Master Plan Revision Committee

HONORS

1994 John R. Gregg Award for Loyalty and Service -
Alumni Association of California University of Pennsylvania

Middle States Association of Colleges and Schools, Inc. -
Periodic Review Report Reader