

Curriculum Vitae
Paul R. Kohn

Enrollment Management
Georgia Institute of Technology
225 North Ave.
Atlanta, GA 30332-0445

EDUCATION

Ph.D. Educational Psychology, The University of Arizona, Tucson, AZ, 2000

M.S. Educational Administration, Cornell University, Ithaca, NY, 1989

B.S. Animal Sciences, Cornell University, Ithaca, NY, 1985

Major Fields Testing & Measurement, Program Evaluation, Economics, Finance, Statistics

SUMMARY OF PROFESSIONAL EMPLOYMENT

Aug. 2010 – present **Vice Provost for Enrollment Management**
Undergraduate Admission, Student Financial Aid and Scholarships,
Strategy and Enrollment Planning, Office of the Registrar, Stamps
President's Scholarship Program, Enrollment Services, Georgia Institute of
Technology

Aug. 2009 – 2010 **Associate Vice President for Student Affairs and Dean of Admissions**
Admissions, Scholarships and Financial Aid, and Office of the Registrar,
and Enrollment Marketing, The University of Arizona

Aug. 2007 – 2009 **Vice Provost for Enrollment Management and Dean of Admissions**
Admissions, Minority Student Recruitment, Honors Recruitment,
Scholarships and Financial Aid, Office of the Registrar, and Enrollment
Marketing, The University of Arizona

July 2007 **Acting Vice President for Enrollment Management**

June 2005 - 2007 **Assistant Vice President**, Admissions, Outreach, Minority Student
Recruitment, Scholarships and Financial Aid, The University of Arizona

2004 - May 2005 **Interim Director**, Admissions, The University of Arizona

Spring 2004 **Acting Associate Dean** Academic and Student Affairs, College of
Agriculture and Life Sciences, The University of Arizona

1996 - 2003 **Assistant Dean**, College of Agriculture and Life Sciences, The University
of Arizona

1993 - 1996 **Program Coordinator**, Office of Academic Programs, College of
Agriculture and Life Sciences

1989 - 1993 **Academic Advisor, Senior**, Office of Academic Programs, College of
Agriculture and Life Sciences

1987 - 1989 **Teaching Assistant** for Freshman Biology Program, Cornell University

1987 - 1988 **Resident Assistant**, Department of Residence Life, Cornell University

Fall 1986 **Teaching Assistant** for Vertebrate Anatomy, Division of Biological
Sciences, Cornell University

1985 - 1986 **Teacher**, Biology and General Science, Sarah Hale H.S., Brooklyn, NY

DESCRIPTION OF EXPERIENCE

Vice Provost for Enrollment Management

August 2010 – Present

Georgia Institute of Technology

The VP for Enrollment Management works closely with the Institute administration in setting enrollment goals and securing resources for student financial aid and scholarships, advancing policies and procedures to support students, and ensuring the necessary information technology platforms exist to facilitate student, faculty and staff success. I have provided leadership, strategic planning, and vision to the Office of Undergraduate Admission, Office of Scholarships and Financial Aid, Stamps President's Scholarship Program, the Office of the Registrar, Enrollment Technology Systems Group, Enrollment Marketing, Student Portal and the Bill Moore Student Success Center (programming and physical maintenance).

Accomplishments range from improving the campus visitation experience, including the construction of a modernized auditorium for information sessions, to quadrupling of UG applications for admission, increased female and underrepresented minority applicants and matriculants, record setting tuition revenue, transforming the enrollment marketing unit to include business analytics, championing the purchase and implementation of a CRM platform, enhancements to Banner that help students and advisors, increasing student self-service options, adopting the CSS Profile in order to improve utilization of financial aid resources and expanding the Tech Promise program for low income Georgia families. Upon arrival, I created a network of enrollment leaders at eight Atlanta area institutions. I was a seminal member of the national AAU Chief Enrollment Management Officers organization and continue to serve as the Georgia Tech representative. I was closely involved in the creation of the Coalition for College, RaiseMe, the American Talent Initiative and a variety of other external initiatives through my role at Georgia Tech.

Oversee an annual budget in excess of seven million dollars to optimize recruitment, retention and progress to graduation at a campus of approximately 35,000 students. Lead a large staff (95 FTE) and complex organization in the development, implementation, advancement and evaluation of enrollment efforts.

Associate Vice President for Student Affairs /

August 2007 – 2010

Vice Provost for Enrollment Management and Dean of Admissions

The University of Arizona

Responsible for directing the full complement of undergraduate recruitment, selection, notification, and conversion activities associated with the undergraduate admission process as well as integrating the undergraduate admission, financial aid awarding and enrollment processes. The AVP ensures that the registration systems are state-of-the-art and responsive to the needs of students, staff and faculty and that student records and degree certification support the needs of academic units. The AVP works closely with the other key university and college leadership who provide direction for the UA in marketing, high school and community relations, and undergraduate and graduate enrollment management and planning.

Provided leadership and vision to the Office of Admissions, Office of Student Financial Aid and Scholarships, Honors Recruitment, Minority Student Recruitment, Marketing, and the Office of the Registrar. Oversaw an annual budget in excess of seven million dollars to optimize outreach, recruitment and retention efforts at a campus of 39,000 students.

Led a large staff (120-150 FTE) and complex organization in the development, implementation, advancement and evaluation of enrollment management efforts.

Assistant Vice President, Admissions and Financial Aid

October 2004-2007

The University of Arizona

Provided leadership and vision to the Office of Admissions, Office of Student Financial Aid, Scholarship Office and the Office of Early Academic Outreach and Minority Student Recruitment.

Oversaw an annual operating budget in excess of four million dollars to optimize outreach, recruitment and retention efforts at a campus of 38,000 students. Led a large staff (150 FTE) and complex organization in the development, implementation, advancement and evaluation of enrollment management efforts.

Implemented restructuring and ambitious recruitment efforts to make The University of Arizona one of the most ethnically diverse Land-grant institutions and State flagships in the nation.

Enrolled the University's largest and most diverse new student class in Fall 2006. Surpassed these milestones with gains of 400 additional new students in Fall 2007.

Cultivated a pipeline of underrepresented students by consolidating the units of Early Academic Outreach and Minority Student Recruitment. Leveraging from the successes of a \$10,000,000 GEAR UP grant and other innovative K-12 initiatives, we increased college preparedness of thousands of first generation, low SES and ethnically diverse prospective students.

By expanding financial aid programs and capitalizing on scholarship resources, we achieved a ten-fold increase in National Hispanic and National Achievement Scholars.

Engaged other Enrollment Management executives and College personnel from Deans to academic advisors, to advance recruitment and retention initiatives and implemented recommendations emerging from a 3 year consultancy contract with Noel-Levitz.

Served on Vice President for Enrollment Management leadership team.

Director of Admissions, Interim

October 2004-May 2005

The University of Arizona

Managed a large staff and complex organization in the development, implementation, advancement and evaluation of recruitment and admission processes and programs.

Managed an executive team comprised of seven associate and assistant directors from the Transfer Center, Minority Student Recruitment, Operations and Processing, International Student Admissions, Special Programs, College Relations and Scholar Recruitment.

Oversaw an annual operating budget in excess of two million dollars to optimize the recruitment efforts involved in enrolling approximately 8,000 new undergraduates each fall and 1,000 new students each spring at a campus of 37,000 students.

Supervised an operation of 75 full-time professionals and classified staff.

Supported recruitment within academic colleges and campus life units.

Informed discussions regarding enrollment planning and goals with campus constituents, community leaders, government representatives and others.

Engaged alumni, students, faculty and staff as unofficial ambassadors of the University.

Built upon successes in Early Academic Outreach, Continuing Education, Med Start, and other pre-college efforts.

Fostered supportive relationships with school superintendents, principals, counselors, alumni

associations, community groups, and other constituencies that influence young people in their decision to enroll at the University of Arizona.

Acting Associate Dean

College of Agriculture and Life Sciences
The University of Arizona

Spring 2004

Provided leadership and vision to Academic Affairs in the College of Agriculture and Life Sciences during the hiatus of the Associate Dean and Director of Academic Programs.

In addition to my responsibilities as Assistant Dean, I assumed primary oversight for Academic Affairs including curriculum and program development in the College's ten academic departments and 2 schools. I reviewed proposals, interviewed faculty candidates, and provided committee oversight in program review and new program implementation. I worked with Faculty Associate to develop the College Assessment Plan. While serving on Dean's Executive Council, I participated in executive level decision making regarding property, revenue, budgets, faculty, research, cooperative extension and personnel matters.

Assistant Dean for Academic Programs

College of Agriculture and Life Sciences
The University of Arizona

1996-2003

Provided leadership and vision to Student Affairs of the College of Agriculture and Life Sciences and supervised the Office of Academic Programs. Developed budgets and oversaw expenditures. Supervised recruitment of professional and support staff insuring the highest level of employee preparation, performance, and accountability. Insured compliance with University policies and procedures, county, state and federal regulations, and accreditation requirements. Kept abreast and informed the Administration of trends and issues related to Student Affairs.

Represented instructional and student affairs to the Dean's Executive Council. Participated in university-wide administration deliberations. Liaison with Associate and Assistant Deans of all Colleges as well as University Administration. Served as CALS Student Affairs representative on various University committees and task forces. Attended local, regional and national meetings, workshops and university sites.

Provided administrative direction to a comprehensive student development program that directly supported the mission of the college. Participated in college promotional activities designed to enhance institutional image and facilitated student involvement. Handled student appeals, petitions, disqualifications, and readmissions. Established visionary programs and services within each department, which enhance the quality of the student experience.

Directed college-wide institutional effectiveness efforts. Oversaw, designed, and conducted action research studies for the college related to enrollment projections, program effectiveness, and distance learning. Oversaw college internal and external reports. Developed and implemented enrollment management strategies linked to recruiting and retaining students. Created and supervised strategic planning teams defining the evolving role of Student Affairs in the college.

Program Coordinator

1993-1996

College of Agriculture and Life Sciences
The University of Arizona

Directed activities of the Student Assistance and Advising Center of the College of Agriculture and Life Sciences.

Provided services to 2000 undergraduate students of diverse ethnic and cultural backgrounds pursuing degrees within the College's 10 academic departments, the School of Natural Resources and the Norton School of Family and Consumer Sciences.

Identified goals, analyzed problems and implemented solutions to deal with issues of recruitment, diversity, advising, career placement, orientation, faculty teaching evaluation, teaching loads, community college articulation, academic honors and scholarships, student organizations and governance, at-risk student success, and student academic progress.

Supervised and trained staff including Coordinators of Multicultural Affairs, Placement, Native American Activities, Minority Student Recruitment, and other office personnel.

Developed recruitment materials, including interactive CDROM and web sites.

Coordinated Horizons Unlimited summer science enrichment program.

Administered the College's primary minority recruitment effort including all aspects involved in hosting 120 high school juniors and seniors on The University of Arizona campus during June.

Increased overall student participation by 30% and minority representation by 50%. Program alumni perform at a higher academic level and enroll in the College at a higher rate.

Trained faculty in the use of Computer Multimedia and Distance Education Technology.

Organized and taught computer multimedia workshops to faculty, staff, graduate teaching assistants and Sonora State government officials.

Developed printed and web-based instructional materials to facilitate faculty efforts to digitize course resources.

Worked individually with instructors to capture, edit, compress and package distributed education materials.

Troubleshoot and solved problems during the College's pioneering efforts to teach asynchronous and distributed courses.

Senior Academic Advisor

1989-1993

College of Agriculture and Life Sciences
The University of Arizona

Advised and assisted undecided, probationary, new and returning students regarding majors, careers and personal development.

Improved success rate of students by instituting procedures for closely monitoring students-at-risk.

Enhanced communication among faculty advisors by developing a faculty advising newsletter

and computer network advising conference.

Teaching Assistant

1986-1989

Cornell University

Taught an introductory biology course and an upper division comparative anatomy course. Instructed students in laboratory procedures, research design and scientific writing. Facilitated class discussions. Evaluated student progress and performance. Participated in curriculum development and program evaluation. Consistently received superior evaluations from students and administrators.

Resident Assistant

1986-1987

Cornell University

Planned and supervised social, academic and informational gatherings for 120 freshmen. Received outstanding reviews from the resident hall director.

Teacher of Biology and General Science

1985-1986

Sarah J. Hale High School, Brooklyn, NY

Designed curriculum, prepared lesson plans, selected texts, and compiled exams. Taught two classes per day of tenth grade biology and three classes of educationally disadvantaged ninth grade science students targeted as potential dropouts. Supervised, evaluated, and disciplined students. Conducted parent/teacher conferences. Recognized as Outstanding Teacher of the Year.

HONORS AND AWARDS

Fulbright Germany Scholar , Digitization of Higher Education	2019
Vision Award , Commission on the Status of Women, The University of Arizona	2006
Distinguished Service Award , Jacobs-Cline Society, The University of Arizona	2002
Appointed Personnel Award for Excellence , the College of Agriculture and Life Sciences, The University of Arizona	2000
Outstanding Faculty Service Award , presented by the Mortar Board, The University of Arizona	1998
Flinn Foundation Mentor	1997
Wakonse Fellow , presented by the Arizona Board of Regents, The University of Arizona	1996
Outstanding Faculty Service Award , presented by the Mortar Board, The University of Arizona	1995
Innovative Directions and Efficiency Award (IDEA) , the College of Agriculture, The University of Arizona	1994
Outstanding Service Award , the College of Agriculture, The University of Arizona	1992
Staff Appreciation Award , Sarah J. Hale High School, Brooklyn, NY	1986

HONOR SOCIETIES

Member, Alpha Zeta, Undergraduate Agriculture Honorary

Member, Gamma Sigma Delta, Graduate National Honorary Society of Agriculture

Member, Omicron Delta Kappa, National Leadership Fraternity

GRANTS

GEAR UP, \$9.6 million, 2005-2011

Lumina Foudation, \$100,000, 2006

United States Department of Agriculture, Higher Education Challenge Grants Program, "Training Faculty in Bilingual Media and Information Technology", \$80,000, 1996-97.

Howard Hughes Medical Institute, Horizons Unlimited Science Outreach and Recruitment Program for Minorities and Women, \$35,000, 1994-96.

PROFESSIONAL SERVICE

College and University

Co-chair, Academic Restart (under Covid) Committee , Georgia Tech

Chair, Vice Provost for Undergraduate Education 5-year review committee

Chair, Student Information Systems Governance Committee, Georgia Tech

Member, SIS-Governance Committee, University System of Georgia

Chair, Athletics Grant in Aid Appeals Committee, GT

Chair, Enrollment Management Advisory Group, GT

Chair, Search Committee for the Vice Provost for Graduate Education and Faculty Development, GT

Charter Member, The University of Arizona Professional Advisors Council

Faculty Advisor, Alpha Gamma Rho Fraternity, The University of Arizona

Faculty Advisor, Alpha Zeta Honorary Fraternity, The University of Arizona

Founding Faculty Advisor, Sigma Alpha Professional Sorority, The University of Arizona

Ombudsperson, The University of Arizona

Chair, Young Scholars Program Selection Committee

Co-Chair and member, The University of Arizona Coordinating Committee for Academic and Student Affairs

Member, Graduate Exam Review Committees

Member, University Academic Advising Council, The University of Arizona

Member and Coordinator, College of Agriculture and Life Sciences Curriculum Committee, The University of Arizona

Member and Coordinator, College of Agriculture and Life Sciences Program Improvement Coordinating and Steering Committees, The University of Arizona

Representative, General Education Policy Advisory Committee, The University of Arizona

Extramural

Representative, Committee of Admission Deans, US News and World Report

Representative, University System of Georgia Regents Advisory Committee on Enrollment Management

Representative, Enrollment Leaders Group, College Board

Academic Assembly Council Representative, College Board

Regional Council Representative, College Board
Founder and member, Atlanta Enrollment Leaders Consortium
Representative, AAU Chief Enrollment Management Officers
Representative, Arizona College Scholarship Fund
State Representative, ACT, 2005-2008
Former chair, Cornell University Alumni Ambassadors Admissions Network
Member, Arizona Academic Advisor Association
Member, Arizona Articulation Task Force
Member, National Academic Advisor Association
Provost's Committee on Technology in the Classroom

PUBLICATIONS

- College Board, (2018). The Future of Enrollment Management
- Pessaraki, M. M. and Kohn, P. (2005). Growth Responses of Saltgrass Influenced by Different Rates of Bio-Turf-Pro, A Plant Growth Stimulant. *Journal of Food, Agriculture & Environment - JFAE* 3(1), (Manuscript scheduled to appear in winter 2005).
- Kohn, P. R. (2000). Vocational Identity, Field of Study and College Choice. (Dissertation, University of Arizona, 2000).
- Kohn, P. R., Elliot, J. & Cox, D. E. (1998). Getting to know your student body: How a new student survey can improve recruitment. *Recruitment & Retention in Higher Education*, 12(9),1-3.
- Carpenter, E. H., Wolfe, F. H., Carpenter, K. D., Cox, D. E., & Kohn, P. R. (1997). Hybrid Asynchronous Courses Using Internet and CD-ROM --Editing, Production, and Authoring Considerations. *Social Sciences Computer Review*, 15(1), 98-114.
- Kohn, P. R. (1995). The University of Arizona College of Agriculture Interactive CD-ROM.
- Kohn, P. R. (1995). Annual Report and Long Term Evaluation of the Horizons Unlimited & Young Scholars Programs, 1989-1995. (Available from the Office of Academic Programs, College of Agriculture, University of Arizona, Tucson, AZ 85721)
- Kohn, P. R. (1989). A Pilot Study of the Attitudes of the Elderly toward Public Education and Voting Behavior on School Referenda (Master's Thesis, Cornell University, 1989).

COURSES TAUGHT

The University of Arizona

ABE 120, **Microcomputing Applications** (3 units), Introduction to the use of microcomputers in word processing, spreadsheets, presentation graphics, networks and other areas. Identical to: AGTM 120, FCSC 120, N SC 120, PL S 120.

A ED 403/503, **Collaborative Leadership** (3 units), Collaborative Leadership is a course designed to offer students an opportunity to learn and apply leadership concepts and skills within the context of the campus community.

AED 697C, **Workshop on Teaching at the College Level** (3 units), Workshop that deals with the practical application of teaching/learning theories at the college level as they relate to instructional methodologies, strategies, and planning. This will include instructional objectives, content organization, and assessment of learning experiences.

AGTM195A, **Agriculture Technology and Public Policy** (1 unit), This course reviews the importance of American agriculture to the economic strength and stability of our society. The overall goal is to acquaint students with the complexities of providing food and fiber to a nation experiencing rapid technological and social change. Since the agricultural industry in Arizona is unique in its high technology approach to agricultural production in arid environments, this course gives students an overview of the specialized scientific applications employed. This is a First-Year Colloquium Course.

CALS 193-493, **Internship** (1-6 units), Specialized work on an individual basis, consisting of training and practice in actual service in a technical, business, or governmental establishment.

CALS 199-499, **Independent Study**

Cornell University

BIO G 103-104, **Biological Sciences, Laboratory** (2 units), BIO G 103-104 is designed to provide laboratory experience with major biological phenomena in order to support an understanding of the important concepts, principles, and theories of modern biology. Students are exposed to basic concepts, research methods, including laboratory and data transformation techniques, and instrumentation in the major areas of biology. First-semester topics include biochemistry, physiology, plant biology, and behavior. In the second semester, laboratory experience is provided in the areas of genetics, biotechnology, invertebrate diversity, plant and animal development, and ecology.

BIOGD 450, **Vertebrate Development** (3 units), This course is designed to examine the development of characteristics that make vertebrates unique. The course starts with an introduction to recent evolutionary and molecular approaches to understanding the rise of vertebrate structures. The development of vertebrate structures, such as neural crest, specialized sense organs, and limbs, is examined in detail with emphasis on the cellular and molecular events controlling their development.

PAM 380, **Human Sexuality** (4 units), The aim of this course is to provide students with an understanding of the interactions and interrelationships of human behavior that influence sexual development and behavior. The course focuses on the evolution of sexual norms, cross-cultural customs, legislation within changing sociopolitical systems, and delivery of services related to sexual issues, needs, and/or problems. Future trends in sexuality are addressed.

PRESENTATIONS

College Board Southern Regional Forum, Atlanta, GA, March 2015. **AP | Cambridge Capstone Program and Credential.** Presenter.

College Board Enrollment Leadership Academy, Atlanta, GA, 2011-Present. **Planning a Career in Enrollment Management.** Instructor

College Board Western Regional Forum, Las Vegas, NV. February 28, 2006. **Defining Outreach and Recruitment: How to Simultaneously Serve Higher Education and Your Institution.** Facilitator: Paul Kohn; Presenters: Tochihara, L., Aguilar E.

National Agricultural Alumni and Development Association 2003 NAADA Conference, Columbus, Ohio, held at The Ohio State University from June 22-25, 2003, "In one door and out which other? Graduation and migration patterns of pre-veterinary undergraduates."

Workshops: Student Success, New Student Orientation, Outcomes Assessment, Senior Survey, Curriculum, Recruitment and Retention