

Chul Lee

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Objective To secure employment as the Director of Institutional Research at Eastern Washington University

Education 1996. 9 – 2006. 8 UW-Madison Madison, WI

Ph.D. – Educational Leadership & Policy Analysis

Master's Degree – Educational Leadership & Policy Analysis

- Dissertation – *Academic Readiness and Taking of College Admission Tests.*
- Three areas of specialization: higher education (college access and college organization), K-12 (school finance, educational policy, and teacher education), and research methodology (statistics, design, and sampling).

1992. 9 – 1994. 9 Korea University Seoul Korea

Master's Degree – Education

- Thesis - *Theorizing Movement in Educational Administration.*
- Specialization - education organizational psychology.

1987. 3 – 1991. 2 Korea University Seoul Korea

Bachelor's Degree – Education

- Double major in Education and Philosophy.

Professional Experience 2014. 10 – 2017. 10 University of Evansville Evansville, IN
Assistant Vice President for Institutional Effectiveness

- Work in steering team of college accreditation, Assessment Committee, Inclusion Committee, Academic Success Team, and president's Institutional Systematic Evaluation Plan (ISEP)
- Attend Academic Leadership Council (ALC) and president's enrollment discussion
- Perform leadership for college's data integrity and data driven decision making
- Update college's benchmark measures and compare college's individual administrator, faculty, and professionals' salaries to comparison groups
- Carry out and disseminate new policies of higher education or implement new approach to measure academic and organizational qualities.

2012. 1 – 2014.10 Elms College Chicopee, MA

Director of Institutional Assessment and Research

- Assess the educational quality of the program and address the questions of student outcomes and the allocation of resources

- Design a formal process that will meet strategic plans and college goal, and initiate and implement an effective assessment.
- Monitor research that analyzes the need for better college practices for college-wide effectiveness
- Build forecasting model of student population and enrollments
- Comply with state and federal requirements and reports

**2009. 12 – 2012. 1 Wesley College Dover, DE
Director of Data Analysis and Institutional Effectiveness**

- Provide leadership in supporting assessment of student learning and strategic planning.
- Communicate data-related information to both internal and external constituencies to support accreditation, program review, and institutional effectiveness.
- Monitor higher education developments at the state and national level and develop a learning organization through data-driven decision making.
- Develop and administer survey research including (1) annual enrollment and college market penetration, (2) enrollment trends and short-term forecast, (3) systemic approach to retention and attrition, (4) the determinants of degree completion, (5) academic growth in general education, (6) new definition of gate-keeping courses, (7) the cost of instruction and the generation of revenue, and (8) studies on peer colleges and universities.
- Support research and reporting activities of faculty, administration, and accreditation of college and departments.

**2006. 3 – 2009.12 Western Iowa Tech Community College Sioux City, IA
Director of Institutional Research**

- Research, analyze, compile and report institutional data required by state/federal regulatory agencies and accreditation/data-publishing organizations
- Monitor higher education developments at the state and national level.
- Develop and administer survey research including demographic studies. Analyze data planning, decision-making, and resource allocations.
- Support research and reporting activities of faculty and administration.
- Provide leadership for strategic planning process and initiatives.
- Use database applications to create and manage files and communicate information as required, maintaining high confidentiality.

Publication

- **Lee, C.** & Kim, E. (2010). Academic readiness for college: The role of school administrators. *Journal of Scholarship and Practice*. 6(4).
- Cabrera, A., & Others. (2006). Increasing the College Preparedness of At-Risk Students. *Journal of Latino and Education*. 5(2).
- Swail, W.S., Cabrera, A., & **Lee, C.**, Williams, A. (2005). *Postsecondary Success for Latino Youth*. Washington, D.C.: Educational Policy Institute and LUMINA Foundation.
- Swail, W. S., Cabrera, A., & **Lee, C.** (2003). *Latino Youth and the Pathway to College*. Washington, D.C.: Educational Policy Institute and PEW Foundation.

Conference Presentations

- **Lee, C.** *Why Feeder High Schools Are Important in Market Penetration*. Paper presented at the INAIR 2016 Indianapolis, IN (04/07/2016 – 04/08/2016).

- **Lee, C.** *College Rank and College Tuition*. Paper presented at the AIR 2015 Denver, CO (05/26/2015 – 05/29/2015).
- **Lee, C.** *Academic Grades for Course Alignment and Articulation*. Paper presented at the AIR 2013 Long Beach, CA (05/18/2013 – 05/22/2013).
- **Lee, C.** *How to Summarize and Use College Course Evaluation*. Paper presented at the AIR 2013 Long Beach, CA (05/18/2013 – 05/22/2013).
- **Lee, C.** *Course-taking and Performance Patterns at College: Is Student Course-taking Random Behavior?* Paper presented at the AIR 2012 New Orleans, LA (06/02/2012 – 06/06/2012).
- **Lee, C.** *The Reliability of National Benchmarks of Effective Student Engagement*. Paper presented at the AERA 2011 New Orleans, LA (04/08/2011 – 04/12/2011).
- Clouse, W. and Others. *Understanding the Interaction between Tuition Increases and Enrollment at U.S. Public Institutions of Higher Education*. Paper presented at the AERA 2011 New Orleans, LA (04/08/2011 – 04/12/2011).
- **Lee, C.** & Kim, E. *My College Is Better Than Yours! Issues of Generalization of CCSS Benchmark*. Paper presented at the AIR 2010 Chicago (05/29/2010 – 06/02/2010).
- **Lee, C.** (2009). *The Impact of a Rising Gas Price on Student Enrollment*. Paper presented at the AIR 2009 Atlanta, GA (05/30/2009 – 06/02/2009).
- **Lee, C.** (2009). *The Determinants of Degree Completion in a Community College*. Paper presented at the AIR 2009 Atlanta, GA (05/30/2009 – 06/02/2009).
- **Lee, C.** (2009). *College GPA and Interracial Interactions in a Community College*. Paper presented at the AERA 2009 San Diego, CA (04/13/2009 – 04/17/2009).
- **Lee, C.** (2008). *New Statistical Regulation: Race/Ethnicity Changes*. Session delivered at the Mr.Dug 2008 Sioux City, IA (09/17/2008 – 09/18/2008).
- **Lee, C.** and Cabrera, A. (2008). *Taking College Admission Tests Seriously: A Gatekeeper on the Path to Postsecondary Education*. Paper presented at the AIR 2008 Seattle, WA (05/24/2008 – 05/28/2009).
- **Lee, C.** (2006). *Path Analysis of Classroom Vitality in Korea*. Paper presented at the AERA 2006 San Francisco, CA (04/07/2006 – 04/11/2006).
- **Lee, C.** (2006). *Bridging the Gap between High School Adequacy and College Access*. Paper presented at the AERA 2006 San Francisco, CA (04/07/2006 – 04/11/2006).
- Cabrera, A., Volkwein, J.F. & **Lee, C.** (2005). *Classroom Instructional Vitality: Two Competing Explanations*. Paper Presented at the ASHE 2005, Philadelphia, PA (11/15/2005 – 11/19/2005).
- Terenzini, P. & Others. (2005). *Restoring the Dream: New Evidence on GEAR UP Program Outcomes* National Council for Community and Education Partnerships (NCCEP) Annual Conference, San Francisco, CA. (07/17/2005 – 07/20/2005).
- **Lee, C.**, & Cabrera, A. (2004). *Comparing Students' Classroom Experience*. Paper Presented at the ASHE 2004, Kansas, MO (11/3/2004 – 11/6/2004).
- Cabrera, A., & Others. (2004). *Comprehensive Interventions and Cultural Capital: Helping At-Risk Middle Schoolers 'GEAR UP' for College*. Paper Presented at the ASA 2004, San Francisco, CA (08/14/2004 – 08/17/2004).
- Cabrera, A., & Others. (2004). *Do Early Intervention Programs Work To Increase Awareness and Readiness for College?* Paper presented at the The National Forum on Educational Policy - Education Commission of the States, Orlando, FL (06/13/2004 – 06/16/2004).
- Cabrera, A., Terenzini, P., **Lee, C.**, & Prabhu, R. (2003). *Increasing the College Preparedness of At-Risk Students*. Paper Presented at the ASHE 2003, Portland, OR (11/12/2003 – 11/16/2003).

- Wagner, L., & Lee, C. (2001). *Variation in Opportunity to Learn with Understanding* (revised). Paper presented at the AERA 2001, Seattle, WA (04/10/2001 – 04/14/2001).
- Wagner, L., Arauco, T., & Lee, C. (2000). *Variation in Opportunity to Learn with Understanding*. Paper presented at the AERA 2000. New Orleans, LA (04/24/2000 – 04/28/2000).

Seminar participation	June 18-21, 2017	HEDS	Cincinnati, OH
	Higher Education Data Sharing Consortium (HEDS) Conference		
	Mar 31-Apr 4, 2017	HLC	Chicago, IL
	Higher Learning Commission Annual Conference		
	Apr 16-19, 2016	HLC	Chicago, IL
	Higher Learning Commission Annual Conference		
	Aug 24-28, 2015	AIR	Columbia University
	Method Training Funded by Center for Benefit –Cost Studies of Education		
	<ul style="list-style-type: none"> ▪ Got offer admission to CBCSE’s Methods Training course for which I submitted the project, <i>Application of Benefit-Cost Method to Extend Faculty/Staff Services to Counsel Academic, Financial, and Career Issues</i> 		
	May 25, 2015	AIR	Dover, Co
IPEDS Keyholder Training (Pre-Forum Workshops)			
<ul style="list-style-type: none"> ▪ Train and practice for reporting and using IPEDS data to improve office efficiency. 			
Mar 28-31, 2015	HLC	Chicago, IL	
Higher Learning Commission Annual Conference			
March 19, 2013	AIR	Long Beach, CA	
Fundamentals of Logic Models and Evaluation (Pre-Conference)			
<ul style="list-style-type: none"> ▪ This workshop outlines key concepts and effective tools to design, review and implement logic models. ▪ This workshop teaches how logic modeling can be used as a tool to describe intervention strategies and how to develop evaluation questions as part of sound evaluation plans. 			
March 19, 2013	AIR	Long Beach, CA	
Improving Student Success A Closer look at a Successful Institutional Change Model (Pre-Conference)			
<ul style="list-style-type: none"> ▪ Topic of improving student retention and success ▪ Define key milestone metrics associated with institution’s students’ progression and explore key diagnostic methods 			
March 24-25, 2013	CHERC	Villanova, PA	
Catholic College and University Forum for Institutional Research			
<ul style="list-style-type: none"> ▪ Results from the questionnaire regarding the creation of a formal organization for institutional research 			

- Spirituality in higher education: HERI's national study of college students
- Roundtable discussions to address hot topics impacting institutional researchers and planners

August 9-11, 2010

NCES

Washington, D.C.

Fellow for the ELS:2002 Database Training

- Advanced studies seminar on the use of longitudinal education databases for research and policy studies
- Training on technical issues in analyzing data from large-scale complex surveys
- Doing own research problems using ECB with SPSS, STATA, SAS, or/and AM

June 21-26, 2010

AIR/NCES/NSF

Washington, D.C.

Fellow for the 2010 National Summer Data Policy Institute

- Institute for the knowledge of national datasets and skills for using such data in IR role on campus
- Institute for enhancing understanding about methodological and technological issues relevant to national data collection
- Encouraging collaboration between Fellows and NSF and NCES staff to improve future data collection and analysis

June 16, 2010

National Student Clearinghouse

Dover, DE

Clearinghouse Academy

- Users' group meeting to learn more about the enrollment reporting process and how to maximize the Clearinghouse relationship. Topics covered included:
- Reporting financial aid students properly, including Department of Education requirements
- Eliminating student deferment paperwork
- Accessing the Clearinghouse database for institutional research
- Reducing degree verification and transcript order workload

May 29, 2010

AIR 50th Annual Forum

Chicago

White Paper Discussion Group *Affordability, Efficiency, Sustainability*

- This group discussed national efforts such as *Making Opportunity Affordable* and *The Delta Project on Postsecondary Education Costs, Productivity, and Accountability* to collect and disseminate such information, where these efforts are headed, and how individual institutional research professionals can develop the information their institutions need to be affordable, efficient, and sustainable.

April 29, 2010

Noel-Levitz

Fairfax, VA

Focusing on The Things That Matter to Increase Student Success

- This workshop guided a systematic approach to isolate the highest-impact and most cost-effective strategies for campus including six guiding principles for student success programming and the top 10 most effective strategies that have proven to work on campuses of all sizes and types.

March 15, 2010

AIR/NCAIR

Kitty Hawk, NC

IPEDS Workshop

- IPEDS Workshops are face-to-face training sessions for IPEDS data providers and users. Workshop topics included:

- Leading (Managing) and IPEDS cycle
- IPEDS Data as the public face of an institution
- IPEDS Data and benchmarking: supporting decision making and institutional effectiveness
- IPEDS finance training

August 3-4, 2009 Foundations of Excellence Asheville, NC

- Conference for a model that provides colleges and universities with a means to evaluate and improve the new student experience
- Meeting designed to give campus teams specific information and hands-on experience with all elements of the Foundations' process

October 14, 2008 Iowa College Student Aid Commission Des Moines, IA
2008 Higher Education Research Conference

- Experts from across the nation discuss trends and issues impacting higher education
- Conference for college and university presidents, financial aid administrators, institutional researchers, and elected officials

September 16, 2008 SPSS Minneapolis, MN
Hands-on Data Mining Workshop

October 11, 2007 Iowa College Student Aid Commission Des Moines, IA
2007 Higher Education Research Conference

August 8-10, 2007 Iowa State University Ames, IA
User! 2007, the R user annual conference

- R as the 'lingua franca' of data analysis and statistical computing
- Providing a platform for R users to discuss and exchange ideas how R can be used to do statistical computations, data analysis, visualization and exciting applications in various fields
- Giving an overview of the new features of the rapidly evolving R project

April 27, 2006 SPSS Minneapolis, MN
See it in SPSS Seminar

Nov 13, 2003 NCES Portland, OR
Association for the Study of Higher Education annual conference

- Seminar on using National Education Longitudinal Study (NELS:88) Postsecondary Education Transcript Study.
- Seminar on higher education policy decision and college students.

May 26-30, 2003 NCES Washington, D.C.
National Center for Education Statistics training and technical assistance

- Advanced studies seminar on the use of longitudinal education databases for research and policy studies.
- Seminar on using AM statistical software used for analyzing data from complex samples, especially large-scale assessments.

November 21-22, 2002 CPRE Chicago, IL

National Conference on Teacher Compensation and Evaluation

- Annual teacher compensation conference to discuss and exchange information about selected topics.

Expertise

Designing Surveys and Reports to Measure Quality

- **Daily Report from Institutional Research**
By orchestrating SQL, SPSS, and Excel, a report of 4,000 row by column data of enrollment, student characteristics, class size, faculty teaching loads, retention rates (by race/ethnicity and department), itemized statement balances, dorm residency, admission funnel, anticipated GPAs of students, and many other comprehensive academic and managerial information is generated and delivered daily to cabinet members and key personnel.
- **Semester Managerial Report**
A summary of enrollment information including head counts and credit hours (by division, by enrollment type, by campus, by department), student characteristics, average class size (by department and by course section), and historic trends is disseminated to cabinet members and key personnel in each semester, three times a year.
- **Annual Enrollment Report**
A summary of enrollment information, student characteristics, and information of feeder high schools is sent to cabinet members and key personnel at the end of the academic year.
- **Annual Fact Book**
College's fact book comprised of 8 chapters of general information, college staff profile, credit student enrollment, non-credit student enrollment, college and student outcomes, facilities and financial information, peer college profile, and demographic and economic information of market area and vicinity is annually disseminated to cabinet members, key personnel, and many significant constituencies.
- **Course Evaluation & Instructor Evaluation**
Three part reports (college-level summary, departmental-level summaries, and summaries for each course) in the spring and fall are generated for cabinet members, chairs, and each faculty member.
- **Survey of Experience with the College's Services**
This survey is designed to collect experiences with various college services to understand better how well college is meeting students' needs. A survey composed of 21 items is annually administered to continue to improve the quality of student services.
- **Exit Survey & Placement Survey**
A survey is conducted twice of most recent graduates and its final results are transmitted to cabinet members, chairs, and other key personnel.
- **Program Review Platform**
The program review features not only academic figures but also operational efficiencies of each program that will help the college make policy decisions. Accumulated 5-year data of 100 pieces of information in the 13 most important areas of academic affairs and program management is provided to guide program review.
- **Employee Survey**
A survey of total 28 items and 6 benchmarks (working condition/ career growth/ support, encouragement, and feedback/ information and decision-making/ teamwork and group performance/ satisfaction) is conducted for all college staff and faculty

members, and the results and recommendations are presented to cabinet members and key personnel.

- **Employer Survey**
A survey of a total of 27 items and 4 benchmarks (technical work skills/ people skill/ attitude/ satisfaction) is conducted of employers who have hired the college's most recent graduates, and the results are shared with cabinet members and key personnel.
- **Dashboard – Academic Affairs**
The Dashboard, specially designed for Academic Affairs, is regularly updated in 10 figures of student outcomes, demographics, course information, and general management, and is shared with the vice president for academic affairs and chairs.
- **Dashboard – Board of Trustees**
The dashboard for college is comprised of 17 figures in the most salient managerial needs. It is regularly updated and reported to cabinet members and the board of trustees.

Sampling and Administering Commercial Surveys for Measuring Quality

- Faces of the Future by AACC & ACT
- Student Satisfaction Inventory by Noel-Levitz
- Adult Learner Inventory by Noel-Levitz
- National Survey of Student Engagement (NSSE), Beginning College Survey of Student Engagement (BCSSE) and Faculty Survey of Student Engagement (FSSE) by Indiana University Center for Postsecondary Research
- Community College Survey of Student Engagement (CCSSE) by Community College Leadership Program at the University of Texas
- College Employee Satisfaction Survey by Noel-Levitz
- Collegiate Learning Assessment (CLA+) by the Council for Aid to Education
- Major Field Test (MFT) by ETS
- Proficiency Profile by ETS

Research Methodologies and Statistics

- Multivariate Statistics (exploratory and confirmatory analysis, multidimensional scaling, cluster analysis)
- General linear models, linear and nonlinear regression
- Reliability and validity, statistics power, effect size
- Multilevel analysis
- Structural Equation Modeling (SEM)
- Multiple Imputation (MI)
- Survival analysis and growth model
- Forecasting
- Text Analysis (Qualitative application)
- Research design and sampling
- Geographical Information System (GIS)

Working knowledge of nation's large-size databases

- Education Longitudinal Study of 2002 (ELS:2002)
- National Education Longitudinal Study (NELS:88) Student Data with restricted data license (CD# NCES 2003-348),

- National Education Longitudinal Study (NELS:88) Postsecondary Education Transcript Data with restricted data license (CD# NCES 2003-402),
- Common Core of Data (CCD)
- Schools and Staffing Survey (SASS)
- Integrated Postsecondary Education Data System (IPEDS)
- Delta IPEDS Database 1987-2008 (policy tools to improve productivity and public accountability)
- NCES Data Analysis System (DAS) and Power Stats (Data lab to provide public access to data from postsecondary studies)
- IPEDS Peer Analysis System (PAS)
- National Household Education Surveys (NHES)
- National Postsecondary Student Aid Study (NPSAS)
- Student Tracker via National Student Clearinghouse
- American Community Survey and other U.S. Census Bureau data
- Bureau of Labor Statistics
- Occupational Supply Demand System
- Several state-level databases

Annual Federal, State, and external Reports and Survey

- Integrated Postsecondary Education Data System (IPEDS) – Human Resources, Institutional Characteristics, Completions, 12-month Enrollment, and Fall Enrollment
- Fiscal Year Management Information System (MIS) Reporting
- PERKINS Demographics and PELL Counting
- College Board Annual Survey of Colleges
- Common Data Set (CDS)
- US. News and World Report Survey of Colleges and Universities
- Wall Street Journal/Times Higher Education College rankings
- Thompson Peterson’s Annual Survey of Undergraduate Institutions
- Chronicle Guidance Publications’ Data Book Survey
- Regional accreditation Annual Survey and Institutional Profile Update

Application Programs

- Microsoft Office - Word, PowerPoint, EXCEL, ACCESS
- Statistics programs - SPSS & add-on modules, LISREL & PRELIS, HLM, M-Plus, AM, WESTAT, WINSTEPS, R
- Geographic Information System (GIS) - ArcGIS
- Interactive Char and Graph - VISIO, TABLEAU
- Data base management - SQL Server 2005, Ellucian (Datatel), Jenzabar EX, SCAN
- Other utilities - MathType, EndNote, and add-ins for Excel

List of Most Recent Executive Summaries

Revenue and Expenditure Analysis of Nursing Program (July 2017)

It is a part of Cost and Revenue by Active Majors as an effort to prioritize programs to reduce deficit. The method adopted for the revenue-expenditure analysis for the nursing program is the quickest and simplest model until I have collected complete budget and teaching load data sets, and has only two components: monetary influx, and staff salary & benefits, where

Monetary influx = Tuition & Required fee – Adj. Institutional Grant – Adj. Tuition remission

Staff Salary and Benefits = Gross Annual Income + Benefits UE paid, where benefits include LTD, Meritain, Life Single, Life Family, Emeriti, and TIAA

Based on these two factors, the balance sheet for the nursing program during each academic year can be presented in the form of a table for further review by chair, dean, and vice president. Again, this study is a quick draft until I collect all necessary data sets.

Institutional Interpretation of Collegiate Learning Assessment (CLA+) (Nov 3, 2015)

The CLA+ is a complicated instrument, not due to its way to administer students' assessment, but due to its way to report the scores (and several stages of score conversion underneath). This paper presents several secondary analyses which are not dealt with in the institutional reports and subtly raises the issues of validity and reliability of the 'solid evidence' gained by this assessment. More importantly, by disclosing a couple of potential issues of the CLA+ this paper warns stakeholders of the risk of maneuvering student learning exclusively based on these results.

Feeder High Schools and Market Penetration (Aug 17, 2015)

This report lets the campus community be aware that strategic enrollment management is a chain of data-driven policy building, and the data and generated information should be integrated and communicated with other constituencies in the campus. The feeder high school is rarely dealt with in mainstream research, but it should be discussed as part of strategic enrollment management, since it provides important information in understanding the segment of prospective students.

A Quick Excel Forecasting Model of Prospective Students in the Fall (Aug 4, 2015)

Analysis of Student Ratings of Instruction, Part I Teaching Effectiveness Reflected in Diagnostic Feedback (June 15, 2015)

Academic prioritization is a once a decade event. The academic prioritization motivated instructors to articulate their teaching technique and styles and in return it drew preferable feedback from students. During this organizational change, ironically, students perceived that instructors were engaged better in pedagogy and the teaching quality was integrated. In sum, it proves that the organizational climate affects the employees and then the students in the classroom. It is an important observation since few previous studies have proved the relationship between academic prioritization and student perception, which would be answered by conducting additional research questions in the future.

How to Read the Daily Report (July 24, 2013)

Using SPSS as the main tool and orchestrating it with SQL and Excel, the IAR office is currently generating and regularly delivering a Daily Report which is comprised of 4,000 row by column data (as of July 2013) of enrollment, student characteristics, class size, faculty teaching loads, retention rates, itemized statement balances, dorm residency, admission funnel, and much other comprehensive academic and managerial information to cabinet members and key personnel. This paper explains some complicated features and implicated issues of the Daily Report.

College Rank and College Tuition (Nov 13, 2012)

In spite of an emotional aversion to U.S. News ranking reports, its ranking has become a high-stakes reference for prospective students and colleges. It gives each college and university some idea as to how high to set their tuition and fees in

competing with peer colleges. As a constituency, colleges need to forecast their revenues and expenditures and figure out how to balance these. Some experienced colleges manage to easily make both ends meet, but most regional colleges are challenged by their limited options, due to localized revenue sources. This report infers that colleges and universities comply with free market principles and are making a rational choice as more information about them and about other colleges and universities is divulged by commercial publication or governmental disclosure. Colleges in the competing pool presumably apply similar strategies to get a higher rank. At the same time, however, colleges would implement unique strategies as well. To catch up with the trend and forerunners, it is a good time to review the college's internal policy and to exercise new practices for the next strategic planning for the college's reputation.

Course Evaluation at Elms (Aug 15, 2012)

Course evaluation is a high stakes instrument that becomes an arena of micro-politics. It is often taboo to bring evaluations into a central office; rather, many prefer that they be handed directly to instructors to avoid friction. Even if a central office has the authority to collect and review course evaluation data, there are challenges in using the data in decision making. As a result, some colleges and universities use course evaluations as score sheets only rather than as benchmarks for change and innovation. Course evaluations can play important roles in academic affairs, and the practice of routine assessment can thrive if the college community accepts and rationalizes the use of these data.

Shared Prediction of Prospective Enrollment (May 15, 2012)

Full Marks for Being So Alert (June 14, 2011)

The retention program should be high-stakes and use delicate techniques. The most important step to initiate a systemic approach to student life and learning is to ascertain the risk levels of students, which necessitates identifying the at risk student segment, identifying the college's managerial resources (monetary and human), targeting the segment(s), and applying delicate strategies. This study presents a formula to diagnose first-year students to predict the risk-level in regards to dropping out or transferring-out in their first year. The data for the study were drawn from 2006 thru 2010 records in each fall semester. For the systemic approach to student retention, this paper recommends 17 ideas for further practices.

Course-taking and Performance Patterns: Is Student Course-taking Random Behavior? (Nov 17, 2010)

This report enables us to provide a rationale for how systemic failures happen to some students in their academic life while it doesn't to others, and how social networking in and out of campus can aid in proper course selection. The hypothesis is that if students become more deeply involved with peers and faculty, they will have better information regarding course selection, resulting in better grades. This study confirms that the difference in course taking patterns is related to the difference in involvement levels. A total of 4,599 students and their 70,342 academic grades in 528 undergraduate courses in the Fall and Spring between 2005 and 2009 were selected for the study. It also provides 4 recommendations for the college.

Course Alignment and Articulation for Academic Growth (Oct 6, 2010)

This study is about the course ladder or teaching module in individual disciplines and how well a consecutive series of courses in a specific discipline is aligned and how effectively and successfully this series of courses is in teaching a bevy of students to succeed academically. The selection of the sample started from a comprehensive

pool of 158,915 undergraduate course grades given to 9,828 students since 1997. A total of 10 recommendations are presented to the college to help students transit seamlessly from course to course, and to encourage the teaching staff to participate in course reflection.

Influx and Outflow of Student Population and Enrollment Management (2009)

Systemic Approach to Diagnosing Dropout Risk-Level of Students (2009)

Enrollment Trend and Short-term Forecast (2008)

The Impact of a Rising Gas Price on Student Enrollment (2008)

College Student Grades and Interracial Interactions in the Classroom (2007)