August 7, 2017

Dear Sir or Madam:

Please accept this expression of interest and curriculum vitae (CV) for the position of **Assistant Provost for Institutional Effectiveness and Analysis** at Florida Atlantic University (FAU). I feel that I have an in-depth understanding, knowledge and experience in each area of responsibility you described in your advertisement, and possess all of the qualifications, formal training, skills, and core competencies.

I am currently the Assistant Vice Provost for Institutional Research and Assessment at Missouri University of Science and Technology (Missouri S&T), with thirty years of progressive higher education experience at the national and international levels. As Assistant Vice Provost, I am responsible for providing high-level planning and policy advice, as well as leadership and oversight for the University's institutional research, assessment of student learning, accreditation, program review, evaluation of centers and institutes, big data analytics, and institutional accountability.

I am confident that my experience and leadership in these areas will be significant asset around which one should expect synergy which will positively affect others at FAU. I am confident that my leadership experience will allow me to bring together all the institutional research responsibilities in achieving FAU mission, goals and strategic priorities.

As my CV shows, Institutional Effectiveness (IE) is my forte. During the course of my career, I have provided executive leadership in institutional research and assessment of student learning and conducted program reviews in order to ensure that the university decision-making is evidence-based.

Over the last three years, I have also served as the *de-facto* Chief Data Officer (CDO) and spearheaded a robust business intelligence and decision support analytics, called "*Miner Analytics*," for Missouri S&T. Some information can be found at http://ira.mst.edu/mad/. *Miner Analytics* facilitates the sharing of strategic information and puts data-driven insights at the fingertips of decision makers anytime, anywhere on desktop computer and on iPad, iPhone and android devices.

Currently, I co-chair Missouri S&T accreditation and assessment committee and the graduate student experience sub-committee. In previous positions, I have successfully served as Co-Chair on Accreditation and Assessment committees and Strategic Planning committees, and have possessed expertise in the management of the strategic planning and accreditation activities. I have served as peer evaluator at SUNY College at Old Westbury and CUNY Graduate Center for Middle States Commission on Higher Education (MSCHE).

As a senior-level administrator, I have always partnered and collaborated with presidents, provosts and senior university leaders, to execute and integrate strategic initiatives as well as transform data into information in support of key strategic questions on enrollment management, enrollment and revenue projections, capital planning, diversity, and information management.

Just recently, I played a key role in the development of a new base budget plus model used for the allocation of resources for colleges and academic departments by Missouri S&T Provost. Using peer norm data, the model gives a budget estimate a department should receive in relation to other departments at the University and in relation to similar departments at peer institutions. This is a best practice budget allocation model that improves performance and financial efficiency and effectiveness of the University. I will bring similar predictive modeling expertise as the Assistant Provost for Institutional Effectiveness which will help guide FAU's institutional research, strategic planning, assessment and accreditation efforts and mission.

Strong planning, management, supervision, communication, interpersonal and organizational skills are fundamental to the positions I have held, as my references will attest. I am an effective collaborator and communicator, problem solver, strategic and innovative thinker, and team builder. My written and oral communication skills range from the critical one-on-one situations of everyday management to group presentations before senior administrators, faculty, staff, students and professional colleagues. I take sincere pride in not only getting my own assignments done, but also providing valuable insight, direction, and advice to senior administrators and staff that I work with.

Complementing the above experiences are my advanced data management and information management skills. I am proficient with the Enterprise Resource Planning (ERP) Systems (Banner and PeopleSoft), and analytical 4th generation software such as SPSS, SQL, Tableau, SAS Enterprise Miner and SAS Visual Analytics, with familiarity in data architecture and the development of data governance. I am also proficient using academic analytics for faculty research productivity and Qualtrics for online survey.

In addition, I possess a positive attitude and the ability to adapt to, initiate and encourage positive change, including the ability to work effectively in a strong service environment that is subject to constantly changing priorities. I have the ability to initiate appropriate actions and make systematic changes to avoid problem situations and/or increase the probability of desired outcomes.

In sum, my experience, knowledge, qualifications and skills in the above competency areas are perfect fit to every dimension of the role and key opportunities for this position. My ability for energetic and quality work, frugality, building alliances, creativity, and trans-cultural involvement, will be significant asset to your institution.

I would welcome a personal interview to discuss this exciting opportunity further. Florida Atlantic University is a world-class and global institution and I am really looking forward to the collaboration and partnership the entire senior leadership, faculty, staff and students for the advancement of FAU vision and mission. Please feel free to call me at 573-693-7356 (home) or 443-655-1001 (cell) or email me at oyebanjo.lajubutu@gmail.com (personal and confidential) if you need additional documentation in support of my application.

Sincerely,
/oal/
Oyebanjo A. Lajubutu, Ph.D.
Enclosures:
Curriculum Vitae

Oyebanjo A. Lajubutu, Ph.D.

Office: Missouri University of Science and Technology   *Home:* 11891 Pine Forest Drive
1201 N. State St., Rolla, MO 65409   Rolla, MO 65401
(573) 341-6320 (direct line)   (573) 693-7356 (home)
http://ira.mst.edu   (443) 655-1001 (cell)
http://ira.mst.edu/mad/   oyebanjo.lajubutu@gmail.com (Personal & Confidential)

Summary of Key Experiences

- **Management of comprehensive institutional research programs**
    - Set the institutional research and analysis agenda of the university; designed reports and studies using appropriate methodologies.
    - Oversaw and managed the administration of both in-house and national surveys with accuracy and timeliness.
    - Disseminated data, information and written reports in concise and cogent formats for decision makers.
    - Partnered and collaborated with senior leadership in the development of specialized reports required by the Board, President, Provost and Deans for data-driven decision making and institutional effectiveness.
    - Provided insightful analysis, executive brief reports, key highlights and interpretations, forecasting to inform decision-making related to the efficient allocation of resources, enrollment planning, accreditation, and program review assessment.

- **Planning, Assessment, Accreditation, and Accountability**
    - Managed and coordinated strategic planning and academic program review processes. Ensured completion of annual goals, progress reports and implementation of operational plans.
    - Guided campus-wide process of undergraduate and graduate student learning outcomes (SLO) assessment across colleges and departments, fostering effective and sustainable practices in support of continuous improvement. Assisted with SLO mapping to direct and indirect measures, gathered data evidence, and recommended use of results for improvement.
    - Prepared accountability reports for state coordinating boards, complete college America, and VSA.
    - Partnered with Deans and department chairs in preparation of accreditation-related reports, e.g., ABET, NCATE, and AACSB.
    - Collaborated and coordinated regional accreditation activities for MSCHE, SASCOC, and HLC Open Pathways including preparation of reaccreditation self-studies, periodic review follow-up reports, and substantive change requests. Served as peer evaluator on institution's compliance with standards for accreditation at SUNY College at Old Westbury and CUNY Graduate Center.

- **Academic Quality Assurance and Improvement**
    - Strengthened the quality of academic degree programs through periodic program review. Ensured that academic programs are cost-effective and address regional work force needs.
    - Used program evidence to check that goals are being achieved and that policies and practices are underwent review as part of an overall quality assurance plan.

- **Management of Data Warehouse and Analytics Function**
    - Collected, analyzed, warehoused data to facilitate institutional planning, policy formation, and decision-making at the program, department, division, school, and university levels. Provided leadership and guidance on data warehouse, data governance, data dictionary/definitions, particularly as they relate to decision support and ERP systems.
    - Served as *de facto* Chief Data Officer (CDO) and oversaw big-data analytics and decision support function of the university.
    - Coordinated with IT and the Enterprise Systems team to ensure that data resources are focused on the university's most important needs and strategic goals.
    - Spearheaded, from assessment phase to implementation phase, the development of *Miner Analytics*—a self-service analytics and business intelligence system, which transformed raw data into meaningful and useful information. *Miner Analytics* allowed senior leadership to make quick decisions on key questions.
    - Provided leadership on projects that increased the efficiency and effective use of University data.

- o   Worked in close collaboration and partnered with analytical staff within the offices of the Registrar, Financial Aid, Admissions, Human Resources, Student Affairs, Finance, Facilities, Communications and Marketing, and Advancement to generate new, valuable, actionable insights to senior leaders of the university for the purpose of planning and decision making.
- o   Ensured quality, integrity and utility of enterprise data base. Collaborated with data custodians on resolving data entry errors in various source systems—student, finance, human resources to ensure that data quality is maintained over time.
- o   Provided guidance to various campus constituencies regarding data standards and operational definitions for internal and external uses.

- **Office Management – Staff Management, Training, Development**
  - o   Provided strong leadership for the overall operation of the office, including financial management, project management, and personnel management; guided staff in completing related projects.
  - o   Set annual SMART performance goals, evaluated, developed and mentored staff in related professional skills and development. Set research agenda and activities in support of the institution's mission and initiatives.

- **Postsecondary External Relations**
  - o   Maintained cordial relationships with state coordinating boards, university systems, educational consortia, local and national professional associations, external associates, and governmental agencies on best practices.
  - o   Provided comments for technical review boards/panels; presented and served as facilitator at conferences.

Sample of Institutional Effectiveness Report Produced:

Institutional Research & Reporting	Assessment, Accreditation & Accountability	Strategic Planning & Quality Assurance	Data Analytics Solution, Warehouse & Governance
•Fact Books/Quick Facts	•Academic Program Review	•Strategic Planning	•Data Governance
•Factsheets	•Program Accreditation	•Strategic Metrics	•Dashboard Reporting
•Admissions & Enrollment Report	•Public Disclosure/Student Consumer Information	• Annual Report	•KPI Dashboards
•Financial Aid Report	•VSA College Portrait	•Environment Scan	•Academic Profile Dashboards
•Common Data Set	•Institutional Effectiveness Sur-	• SWOT Analysis	•Data Visualization
•Trend Analyses	vey (e.g. NSSE, Senior, Alumni,	•Strategic Action Plan	•*Miner Analytics*
•Degrees Conferred	Non-Returning, Climate, etc.)	•Cost and Productivity	•Interactive reports
•Time to Degree (B.S., Master's & Doctoral)	•Faculty Course Evaluation		•Banner, PeopleSoft, Open ERP Implementation
•Rankings Surveys (US News, Petersons, etc.)	• Evaluation of Centers and Institutes		
•State Boards & Board of Regents Reports	•General Education Assessment		
•IPEDS Surveys	•Major Field Assessment		
•Faculty Workload Report	•Accreditation Periodic Review Report		
• Instructional Service Matrix	•Self-Study/HLC Open Pathways		
•Student/Faculty Ratio	•Peer Evaluator		
•Class Size	•Institutional Update / Profile		
•	•Student Success (DFW)		
•Grade Distribution	•Assessment Plan		
• Retention & Graduation Report	• Complete College America		
•Student Charges	• Substantive Change		
•At-a-Glance Report	•Quality Improvement		
•Progression Studies	•Student Achievement Measure		
• SCH/FTE Production	• Curriculum Mapping		
• STEM Report	• Peer Group Analysis		

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http://ira.mst.edu/mad/   oyebanjo.lajubutu@gmail.com (Personal & Confidential)

EDUCATION:

1996   **Ph.D., Sociology,** University of Massachusetts, Amherst, MA.
1988   **M.A., Sociology,** University of Massachusetts, Amherst, MA.
1987   **M.R.P., Regional Planning,** University of Massachusetts, Amherst, MA.
1981   **H.N.D., Town Planning,** Kwara State College of Technology, Ilorin, Nigeria.

RELEVANT PROFESSIONAL LEADERSHIP DEVELOPMENT PROGRAM:

Tableau (Business Intelligence & Analytics) Conference, 2015
University of Missouri System President's Administrative Leadership Development Program, 2015
UM System President's Summit on Retention and Student Success, 2015—present
AACRAO's Strategic Enrollment Management (SEM), 2015
Higher Learning Commission Annual Conference, 2014—present
Higher Education Users Group, 2008
Foundations of Excellence in the First College Year, 2008
Middle States Student Outcomes Assessment Workshop, 2005
Middle States Commission on Higher Education (MSCHE) Conference, 1994—2011
National Institute for Staff and Organizational Development, 2001
Harford Leadership Academy, 1996
Continuous Quality Improvement Network Institute (CQIN), 1995

PROFESSIONAL EXPERIENCE:

Assistant Vice Provost for Institutional Research & Assessment   June 2015 – present
Missouri University of Science and Technology, Rolla, MO.

- Provides leadership and oversight for institutional effectiveness which includes Institutional Research and Reporting, Assessment and Evaluation, Accreditation (regional/specialized), Information Management, and Continuous Improvement.
- Responds to internal- and external-compliance reports, including IPEDS, state reports, University of Missouri system reports, rankings entities (U.S. News and World Report, Princeton, Times World University Ranking, etc.), as well as national initiatives such as Voluntary System of Accountability, Complete College America, Student Achievement Measure and Delaware Study.
- Leads assessment and accreditation processes for Higher Learning Commission (HLC). Coordinates HLC reports and provides support for specialized accreditation with ABET, AACSB and MDESE.
- Extracts, organizes and maintains historical census data (admissions, enrollment, financial aid, finance, degrees awarded, and employees) from University data warehouse, and live transactional data from PeopleSoft.
- Ensures highest standards of data accuracy, integrity and quality control.
- Leads initiatives to design and build novel and interactive analytic reports, generates information dashboards and metrics to aid management and policy decisions.

- Publishes critical success data analytics and dashboards on key performance metrics including admissions funnel, admit/yield calculator, return on investment, class size, general education assessment, faculty research productivity, retention and graduation rates, and enrollment trends.
- Works collaboratively and partners across multiple business lines and cross functional teams including all academic departments, and offices of enrollment management, global and strategic partnerships, undergraduate studies, graduate studies, sponsored programs, and information technology.
- Represents the University in external meetings with the University of Missouri System Office and Missouri Department of Higher Education (MDHE).
- Plans, manages, supervises, and evaluates the activities of a team of analysts that provide business intelligence and strategic planning support for business segments of the University.
- Plays a lead role in the development of predictive budget model for allocation of funding and resources for colleges and academic departments.
- Fosters a proactive culture within the office through the development of novel studies and reports that support creative decision-making.
- Co-Chair, University Accreditation and Assessment Committee charged with the 2018 reaccreditation with the Higher Learning Commission (HLC).
- Co-Chair, Graduate Student Experience Committee.

Accomplishments

- Spearheaded development of a new Business Intelligence System (*Miner Analytics*)—a robust self-service analytics and decision support system for academic departments, enrollment management units (admissions, registration, and financial aid), and the office of graduate studies.
- Produced data analytics, dashboard and visualizations for university key strategic planning indicators.
- Produced performance metrics report for academic colleges and departments.
- Produced Ph.D. time to degree completion and student/faculty ratios report by department.
- Produced concise and cogent decision making reports.
- Developed process for collection of annual outcomes assessment update and status reports for academic program.
- Changed various institutional reports from "*good* (static) to *great* (interactive)" insightful reports.
- Developed a base budget plus model for allocation of funding and resources for colleges and academic departments.
- Used Academic Analytics to benchmark departmental and program research activity against the national peer norms.
- Served as a central coordinator, facilitator, and consulting resource for colleges, divisions, departments, and institutes in creating their strategic plans.
- Analyzed and communicated complex data to Chancellor's Cabinet and Provost Council.
- Improved the culture- of data-informed inquiry and assessment.

Director of Institutional Research & Assessment   **March 2014 – May 2015**
Missouri University of Science and Technology, Rolla, MO.

- Provided strong leadership, direction, and day-to-day management of the Office of Institutional Research and Assessment ensuring accurate data and information for academic planning, program review, enrollment management, policy development and decision making.
- Worked closely and collaboratively with the academic deans, department chairs, and enrollment management units—admissions, registration, financial aid on issues related to student enrollment and retention, enrollment policy, strategy and forecasting.
- Prepared state- and federal-mandated reports. Represented University on state committees evaluating data standards and collection methods.

- Produced high priority, high level data reports for the University leadership, Board of Curators, Missouri Department of Higher Education (MDHE), and Missouri legislature.
- Administered ETS's Proficiency Profile assessment test to all sophomore undergraduates and major field test to all seniors. Shared results with department chairs for program improvement.
- Administered and analyzed the academic research center director's performance survey to faculty and staff.
- Created new executive leadership summary factsheet reports.

Accomplishments

- Changed decision support reports from "*good* (static) to *great* (interactive)" insightful reports.
- Enhanced technology applications to improve data processing and data integrity.
- Developed new management decision support reports (Factsheets, Instructional Service Matrix, PhD time to degree completion).
- Developed office goals and objectives in a new strategic plan based on the University's values and mission.
- Published Factbook, Factsheets, Quickfacts, Instructional Service Matrix, Student Faculty Ratio.
- Wrote concise and cogent technical reports.

Assistant Vice President for Institutional Research   February 2012 – January 2014
 & Effectiveness
American University of Nigeria, Yola, Nigeria.

- Provided exceptional leadership for the University's institutional effectiveness programs—strategic planning, assessment, accreditation, and institutional research—to support policy formulation and decision making.
- Prepared research and analysis on student persistence and retention. Prepared enrollment reports, Fast Facts, Fact Book, and enrollment and revenue projections.
- Administered online student evaluation of teaching.
- Worked with school Deans on academic and student outcomes assessment plans.
- Provided oversight of assessment of Student Learning Outcomes and university-wide accreditation.
- Prepared institutional reaccreditation self-study.
- Served as accreditation liaison with the Nigeria Accrediting Agency—National Universities Commission (NUC).
- Improved data quality and integrity.

Accomplishments

- Secured NUC reaccreditation of fifteen undergraduate degree programs.
- Secured NUC approval for new academic programs—M.B.A., M.Sc. Information Technology and M.Sc. Wireless & Telecommunications.
- Created data marts for reports on students, courses, student services, faculty and staff.
- Produced institutional accreditation documents.
- Created online student evaluation of teaching using Survey Monkey.
- Provided oversight of assessment of Student Learning Outcomes and university-wide accreditation.

Director of Institutional Research   **July 2005 – February 2012**
Coppin State University, Baltimore, MD.

- Provided strong leadership, direction, and day-to-day management of the Office of Institutional Research ensuring accurate data for academic planning, program review, enrollment management, strategic planning, policy development and decision making.
- Worked closely with the offices of the Academic Affairs, Admissions, Registrar, Financial Aid and the Vice President for Enrollment Management on issues related to student enrollment and retention, enrollment policy, strategy and projections.
- Provided leadership for the University strategic planning process including evaluation and implementation of operational plans. Provided environmental scan and market research data.
- Coordinated and prepared state- and federal-mandated reports. Administered institutional effectiveness surveys such as HERI and NSSE.
- Represented University on state committees evaluating data standards and collection methods.
- Produced high priority, high-level institutional effectiveness reports (Student Learning Outcomes Assessment Report, Performance Accountability Report, Minority Achievement Report, Closing the Achievement Gap Report, Managing for Results) for the University leadership, Board of Regents, Maryland Higher Education Commission, and Maryland legislature.

Accomplishments

- Ensured compliance with accreditation standards of Middles States Commission on Higher Education (MSCHE), NCATE, and NLNAC.
- Produced fall and spring enrollment reports, degrees granted reports, retention and graduation rate reports, grade distribution reports, weekly student contact hour (WSCH) reports, closing the achievement gap report, and complete college America report.
- Developed new management decision support reports (CSU at a Glance, Institutional Effectiveness Bulletin, Fast Facts, and Fact Book).
- Produced student progress tracking analyses (e.g., life cycle analysis, retention and graduation rates) used for recruitment and marketing of the University.
- Worked with IT to set up online faculty course evaluation (FCE).
- Administered various institutional effectiveness surveys (alumni survey, student satisfaction survey, new student survey, graduating senior survey, non-returning student survey).
- Wrote 2008 Middle States Commission on Higher Education (MSCHE) self-study (Standard 7 and Standard 14).
- Compiled Student Consumer Information required by the Higher Education Opportunities Act (HEOA).

Director of Institutional Research   **November 2001 – July 2005**
University System of Maryland (USM), Adelphi, MD.

- Conducted enrollment analysis and forecasting studies to support strategy development and decision making of the Board of Regents (BOR).
- Coordinated various policy research and analysis among the 13 USM institutions on policy issues relevant to the BOR, the legislature and the Governor.
- Represented USM on state committees evaluating data standards and collection methods.
- Oversaw the collection, and maintenance of large-scale data systems for enrollment, employee, degrees awarded, admissions, financial aid, high school graduates, and transfer data.
- Performed data quality and integrity.
- Published various research topics and issues in briefs.

- Prepared IPEDS, state reports and BOR reports (enrollment highlights, degrees awarded, retention and graduation rates, SAT, transfer students, enrollment projections, financial aid, dashboard indicators, data journal, and STEM).

Accomplishments

- Developed a long-range enrollment demand model using demographic and student behavior data.
- Developed predictive model of future enrollment and revenue generation.
- Developed predictive model showing impact of financial aid on retention and graduation.
- Managed large-scale complex data structures on application, enrollment, financial aid of USM eleven teaching institutions and two research institutes.
- Improved data quality and integrity.
- Performed critical success enrollment demand research (applicant—admitted—enrolled—graduate—active alumni tracking, transfer pattern, net-price, cost of attendance, net tuition and pricing, debt burden, and unmet needs.
- Wrote concise research brief reports.

Director of Institutional Research   **November 1993 – November 2001**
Harford Community College, Bel Air, MD.

- Under the supervision of Vice President for Academic Affairs (VPAA), provided strong leadership and strategic direction to a set of critical institutional research, enrollment management, and marketing functions that support the mission of the college.
- Coordinated assessment activities stating learning outcomes, assessment methods, and data analysis.
- Partnered with the VPAA on articulation and transfer issues.
- Collaborated with enrollment management unit in preparing enrollment plan and performance monitoring indicators.
- Administered surveys such as Noel-Levitz and Community College Survey of Student Engagement (CCSSE).
- Worked closely with enrollment management offices (admissions, registration and records, financial aid, career services, student support services, student development, marketing and recruiting). Provided marketing, admissions, and financial aid data and trends to guide enrollment planning and meet enrollment goals.

Accomplishments

- Assisted with the implementation of Banner Student Information System. Performed data testing before live production.
- Produced enrollment reports, degrees granted reports, daily enrollment reports, and retention and graduation rate reports.
- Took a lead role in the development of the Enrollment Management Plan.
- Increased market visibility of the college among prospective freshman and transfer through market position analysis.
- Wrote the student learning assessment report for Maryland Higher Education Commission.
- Wrote sections of MSCHE Periodic Review Report (PRR)
- Developed key performance indicators to monitor institution's effectiveness.
- Developed environmental scan, competitor analysis, and market research data used for marketing and recruiting.
- Improved data integrity and quality.
- Performed enrollment funnel research (suspect—prospect—applicant—admitted—enrolled).

Director of Institutional Research   **January 1992 – October 1993**
Louisiana State University, Alexandria, LA.

- Directed research and policy analysis to support institutional planning and decision making.
- Performed activities on student learning outcomes assessment, cost analysis, enrollment management, faculty productivity, and SACS accreditation self-study.
- Coordinated the University's 5-year Strategic Plan. Assessed progress made toward the University's strategic goals, and recommended action plans for the University's senior executives.
- Coordinated the completion of all required state and federal data reports.
- Ensured the integrity of data.
- Analyzed and interpreted data for various campus constituencies.
- Prepared and managed office budget. Supervised two professional and supportive staff.

Accomplishments

- Wrote reports to meet Southern Association of Colleges and Schools (SACS) institutional effectiveness requirements and standards.
- Developed enrollment management model responsive to market segmentation.
- Produced daily registration reports, semester admissions and enrollment reports, degrees granted reports, and retention and graduation rate reports.
- Guided the development, analysis and use of cohort-tracking data on students including identification of performance gaps for specific groups of students.
- Created a college-wide balanced scorecard including Critical Performance Indicators (CPIs) used widely by the senior leadership to monitor institutional performance.
- Worked closely with senior staff in developing marketing strategies and an overall plan for mobilizing the campus to achieve College-wide enrollment goals.

Research Associate   **September 1988 – December 1991**
Massachusetts Institute for Social and Economic Research
University of Massachusetts, Amherst, MA.

- Assisted in the development of the planning and forecasting models of educator's (K-12) supply and demand in the Northeast states. Managed and analyzed large-scale data. Produced statistical and graphical reports. Tested, debugged, and assembled programs. Advised less experienced statistical programmers.

Accomplishments

- Created robust statistical modeling.
- Provided various analyses as needed by principal investigators.

Research Assistant   **January 1988 – December 1990**
Office of Institutional Research and Planning
University of Massachusetts, Amherst, MA.

- Prepared UMASS Research and Planning, Education and Data System (RPEDS) report for the Massachusetts Higher Education Coordinating Council. Assisted in providing key enrollment management indicators such as freshman applications, acceptances and enrollments, alumni survey and student outcomes. Developed and maintained databases. Performed ad-hoc statistical requests.

Accomplishments

- Provided research support for key university-wide surveys and studies such as periodic student opinion surveys.
- Prepared competitive analyses of new freshmen for use in marketing the University. This supported executives' decisions to shift recruitment resources to areas with more likely impact for the institution.
- Expanded and improved University publications, such as Fact Book and Semester Enrollment Reports.

Program Assistant   **September 1987 – May 1989**
Office of Third World Affairs
University of Massachusetts, Amherst, MA.

- Coordinated support services and activities designed to assist minority students in their personal and academic achievement. Counseled minority students in areas relevant to their success, including adjustment to collegiate life and career selection. Served as liaison to minority student organizations. Supervised three student interns.

Accomplishments

- Advocated, created and carried out campus diversity efforts.
- Engaged with alumni and diverse communities.
- Encouraged and advised students to consider graduate and professional studies.

TEACHING EXPERIENCE:

Adjunct Professor   **1994 -1995**
Harford Community College, Bel Air, MD.

- Taught courses in Sociology; graded examinations, led and coordinated discussions with students. Other responsibilities include student advising and counseling.

Teaching Assistant   **1987 - 1991**
Department of Sociology, University of Massachusetts, Amherst, MA.

- Lectured, advised and counseled student, led and coordinated discussions in :
  - Population and Environment, Spring 1991
  - Data Collection and Analysis, Fall 1990
  - Race, Sex and Social Class, Spring 1990
  - General Introduction to Sociology, Spring 1989
  - Drugs and Society, Spring 1987

Instructor, Basic Mathematics, Cognitive Processes Research Group,   **1987 - 1988**
  University of Massachusetts, Amherst, MA.

- Taught three classes per week; performed course design and examinations. Supervised an undergraduate assistant. Counseled and advised students.

Instructor   **September 1982 – January 1984**
Osun State College of Education, Ilesa, Nigeria.

- Taught classes in building design and technology. Assisted the Registrar with course registration and class scheduling. Enhanced student learning, helping guide academic and career decisions, mentoring students, and developing leadership skills. Served on academic committees.

PROFESSIONAL CONSULTING:

1995   **Principal Research Statistician**, "Perception of Time-Compressed Speech by the Elderly." Grant awarded by the Centers for Disease Control and Prevention, and Deafness Research Foundation, New York.

1995   **Co-Investigator**, "A Speech Communication with Flat-Attenuation Hearing Protectors." Grant awarded by the National Institute of Occupational Safety and Health, Centers for Disease Control and Prevention, Atlanta, Georgia.

ACCREDITATION PEER REVIEW (MSCHE):

03/2011:   State University of New York, College at Old Westbury
              Evaluated Standard 8 (Student Admissions and Retention) and Standard 9 (Student Support Services)

04/2010:   City University of New York, Graduate Center
              Evaluated Standard 7 (Institutional Assessment) and Standard 14 (Assessment of Student Learning)

STATEWIDE TECHNICAL WORKGROUP SERVICE:

2002   Maryland Financial Aid Data Collection Advisory Committee.
2003   Workgroup to Study Access Between Community Colleges and USM Institutions.
2004   Task Force to Study Tuition Policy for USM Institutions.

SELECTED INSTITUTIONAL SERVICE:
  Missouri University of Science and Technology
        - Provost Council, 2014—present
        - Provost Leadership Cabinet, 2016—present
        - University Accreditation and Assessment Committee, co-chair, 2014—present
        - Student Success Committee, 2014—present
        - UM IR Student Compliance Workgroup, 2014—present
        - Title IX Committee, 2015—present
        - Graduate Student Experience Committee, co-chair, 2016
        - UM System PeopleSoft SIS Planning Committee, 2016 (Data Governance)
        - UM System Climate Study Committee, 2016

  American University of Nigeria
        - President Cabinet, 2012—2014
        - University Accreditation Committee, co-chair, 2012—2014
        - OpenERP Steering Committee, 2012—2014

Coppin State University
- STEM Internal Governance Committee, 2005-2009
- PeopleSoft Steering Committee, 2005-2009
- Strategic Planning Council, 2005-2012
- Program Review Committee, 2005-2012
- Middle States Steering Committee, 2006-2008
- Middle States Standard 7 and Standard 14 Sub-Committee Chair, 2006-2008
- University Assessment Committee, 2006-2012
- New Race/Ethnicity Work Team (chair), 2009-2010

University System of Maryland (USM)
- Data Warehouse Committee
- USM Institutional Research Directors Workgroup (lead role)

Harford Community College
- President's Council
- Academic Leadership Council
- Student Retention Committee
- Institutional Planning Committee
- Outcome Assessment Committee (lead role)
- Enrollment Planning Committee (lead role)
- Banner Implementation Steering Committee (chair)
- Data Warehouse Committee
- MSCHE Periodic Review Report Committee (lead role)

Louisiana State University
- President's Council
- Academic Leadership Council
- Strategic Planning Committee (co-chair)
- Re-accreditation Committee (co-chair)
- Enrollment Management Committee (lead role)

PUBLIC SERVICE:
- South Alexandria Rotary Club, 1992-1993
- United Way of Central Louisiana, 1993
- Harford Leadership Academy, 1996
- Rotary Club of Yola, 2012-2014

SPECIALIZED SKILLS:

Data Analytics: Proficiency in Tableau, Tableau server, Academic Analytics, SAS/STAT and SAS Enterprise Miner. Knowledge of SAS Visual Analytics.

Computer Software: Proficiency in Microsoft Windows-based applications: Windows 7 Professional, Word, Excel, Access, PowerPoint, and Outlook. Proficiency in online survey such as Qualtrics and Survey Monkey.

Research: Knowledge of higher education research methodology -- data gathering, measurement, sampling methods, survey design and analysis, interviewing techniques, reliability and validity issues.

Statistical: Highly proficient in SPSS and SAS. Experienced in descriptive and inferential statistics.

Database: Extensive experience in large relational database management system (RDMS) such as Banner and PeopleSoft (Student, Finance, Financial Aid, and Human Resources). Experience in SQL, Oracle, and Oracle Server.

Planning: Experience in strategic planning models, marketing and recruiting strategies, enrollment management processes, and enrollment projection models.

PROFESSIONAL PAPER PRESENTATIONS (closely related to position):

November 2016   "Leveraging Embedded Analytics to Leap from *Good to Great*" IR Reporting." Workshop presentation made at the 2016 Forum of the Mid-America Association for Institutional Research, Kansas City, MO, November 9 – 11, 2016

November 2015   "Moving from Good to Great IR Reporting." Presentation made at the 2015 Forum of the Mid-America Association for Institutional Research, Springfield, MO, November 4 – 6, 2015.

May 2015   "Factors Affecting High-Achieving Students' Attrition in STEM fields." Presentation made at the 2015 Forum of the Association for Institutional Research, Denver, CO, May 26-29, 2015.

June 2005   "The Effects of Institutional Aid on Student Persistence and Graduation." Paper accepted for the 18th Annual Conference of the Association for Institutional Research, San Diego, CA, June 2005.

October 2004   "Financial Aid and Retention of In-State Freshmen at the University System of Maryland." Paper presented at the 18th Annual Conference of the Maryland Association for Institutional Research, Towson, Maryland, October 29, 2004.

November 2002   "Changes in Choice of Major among Undergraduate Freshmen." Paper presented at the 29th Annual Conference of the North East Association for Institutional Research, Annapolis, Maryland, November 16-19, 2002.

June 2001   "Modeling Comparative Daily Enrollment Indicators to aid Intelligent College Decisions." Paper presented at the 41st Forum of the Association for Institutional Research, Long Beach, California, June 3-6, 2001.

November 2000   "Getting Hit with an IT System Change and Surviving the Impact on Institutional Research Functions." Paper presented at the North East Association for Institutional Research Conference, Pittsburgh, Pennsylvania.

March 1999   "Using the SAS System to Interface Oracle Database." Paper presented at the SCT summit, Orlando, Florida.

May 1998   "Predictive Factors for Students Success at a Mid-Size Community College." Paper presented at the Association for Institutional Research Conference, Minneapolis, Minnesota.

November 1994   "Transfer Patterns of Students at a Two-Year College." Paper presented at the Northeast Association for Institutional Research Conference at Baltimore, Maryland.

October 1992   "Coming and Going: Transfer Rates among Students of a Two-Year Institution." Paper presented at the Southern Association for Institutional Research Conference at Myrtle Beach, South Carolina.

HONORS AND AWARDS:
- University of Massachusetts Teaching & Research Assistantships, 1985-1991
- Best student prize in Town Planning, Kwara State College of Technology, Nigeria, 1981

PROFESSIONAL AFFILIATIONS:

Current: Association for Institutional Research
                  Mid-America Association for Institutional Research
                  Society of Colleges and Universities Planning
                  America Education Research Association

Past: Maryland Association for Institutional Research
                  Southern Association for Institutional Research
                  Louisiana Association for Institutional Research
                  National Council for Research and Planning
                  North East Association for Institutional Research
                  Population Association of American
                  American Statistical Association
                  American Planning Association

PERSONAL:

Citizenship: U.S. (Naturalized)

REFERENCES: Finished upon Request.