
N. BRIAN HU

(E-mail: bhu@sbcglobal.net)

CORE COMPETENCIES

- **Student learning outcomes assessment and accreditation studies, institutional research and planning, business intelligence, market research, operational management consultation, student recruitment marketing, survey design, teaching/training experiences**
- **Administrative experience in student enrollment management and student retention, information/knowledge management, IR data mart design and development, strategic planning, curriculum development, program review and assessment, financial analysis, budgeting, and computer application skills in statistical analysis, market research, financial analysis, enrollment forecasting, research presentation and reports**
- **Leadership roles in enrollment management, student learning outcomes assessment and accreditation studies and project management with campus-wide constituencies**

EDUCATION & TRAINING

LOYOLA MARYMOUNT UNIVERSITY, Los Angeles, CA
M.B.A, Executive M.B.A. Program, 5/2006

STATE UNIVERSITY OF NEW YORK AT ALBANY, Albany, NY
Ph.D., Educational Administration & Policy Studies (concentration: Higher Education), 5/1995
M.S., Educational Administration, 1/1990

NANKAI UNIVERSITY, Tianjin, China,
M.A., Applied Linguistics of English
B.A., English Language and Literature

LEAP – Leadership Education for Asian Pacifics, Inc., Pomona, CA
Certificate for Leadership Training Program, Summer 2003

NCES/AIR DATA INSTITUTE, Washington D.C.
Winner of NCES Data Institute Grant in 1998
Certificate of Qualifications for using NCES national large databases for educational research, Summer, 1998

AIR ADVANCED INSTITUTE, Association for Institutional Research, FL
Certificate for the completion of Outcomes Assessment, Faculty Salary Data Analysis, Fiscal Productivity Analysis and Total Quality Management/Continuous Quality Management. Summer 1995

PROFESSIONAL EXPERIENCE

AZUSA PACIFIC UNIVERSITY, School of Education, Azusa, CA
Associate Dean of Assessment/Assistant Professor

8/2010 – 8/2012

Chaired the School of Education (SoE)'s Accountability, Assessment and Accreditation Committee (AAA) composed of department chairs and program directors, and charged with full responsibilities, and coordinated the Committee for student learning outcomes assessment (SLO), program reviews, program improvement,

accreditation studies, all standing accreditation reports, and the assessment data system development; worked with department chairs, program directors and faculty to identify and define measurements for SLOs; compiled and edited major accreditation reports; led a team for strategic planning; analyzed and forecasted budgets for new program development, etc.

- Designed and conducted a special project of graduate student retention and graduation rates with the Graduate Registrar's Office and the Office of Associate Vice President of Enrollment Management to provide insightful knowledge about the School of Education's student enrollment and success status. This was the first study of this kind for graduate programs in the past ten years.
- Consulted with department chairs and program directors to assist them in identifying and defining measurements, key performance indicators (KPIs), assessment check-in points, data collection and data analysis methods to build and develop a school-wide assessment system.
- Used the Emerging Technology Center (ETC) for teleconferencing AAA Committee meetings and coordinated with Apple Company's technician to conduct faculty workshops of podcasting for faculty development in instructional innovation in ETC.
- Directed the AAA Committee to form a taskforce working on an assessment system for adjunct faculty performance measurements with four check-in points: hiring, teaching, SLO assessment and performance evaluation for calibrated instruction for accreditation standards and contract renewal/termination.
- Served as the Chair of a search committee for the position of Assessment Coordinator/Data Manager position in SOE and successfully screened, interviewed and selected a final candidate for approval; designed the rubrics for both resume/cover letter screening and interview screening, and developed interview questions to enable the committee to be engaged in the search process with the same criteria to assure a fair and unified judgment and decisions on candidates' qualifications, experiences and abilities for the job.
- Guided the AAA Committee to enhance SoE's P-12 connections, communication and collaborations for student field experience and internship to assure the quality of teacher preparation and student performance competency in compliance with NCATE and CTC accreditation standards.
- Established six NCATE Accreditation Standard Groups to get all full-time faculties (75) involved in the accreditation process with a better understanding about the standards and requirements for teacher preparation; aligned the standards with course instructions and curriculum development by means of curriculum mapping.
- Led the AAA Committee engaged in the curriculum mapping with program student learning outcomes and the SoE's Student Learning Conceptual Framework in adequately measuring student learning outcomes and program effectiveness. Such curriculum mapping could also meet the requirements by WASC.
- Conducted aggregated data analysis of student learning outcomes by program, regional location and demographics for the past 4 semesters through the TaskStream SLO portfolio system to provide solid evidence to demonstrate the improvement of student learning outcomes for the CTC Biennial Report submitted in Sept. 2011.
- Assisted the School Psychology Program in defining measurements and methods of data collection, and conducted comprehensive data analyses on the data from TaskStream, field experience mentor/master teacher evaluations, student perception and exit surveys for NASP accreditation review. The program was placed on a probation notice, when I stepped into my position but it successfully passed the accreditation review in Spring 2012 with adequate evidence for positive student learning outcomes and good qualities of curriculum and instructions with an assessment system.
- Installed CIP codes for all SoE's educational programs with the Registrar's Office and the Department of Information Management and Technology (IMT) in the PeopleSoft student record system.
- Designed and developed the SoE Alumni Survey and the Event/Training/Workshop Evaluation Form with defined measurements and variables for workshop/event evaluation and planning.
- Conducted aggregated data analysis on student learning outcomes data from TaskStream, student exit surveys, and mentor/master teacher assessment data for student learning and performance competencies

for different programs, such as, Teacher Education, Special Education, K-12 Educational Leadership, School Psychology, and School Counseling. This was the first time the departments had ever done such aggregated data analyses.

- As a member of the University's WASC Accreditation Steering Committee, planned, coordinated and participated in the WASC CPR visit in Spring 2011 and worked on the data system to prepare for the EER visit.
- Established an internal data mart for indirect data analysis for student success and student satisfaction.
- Analyzed California Council of Teacher Quality (CCTQ) annual survey data with an executive summary report to show the good qualities of APU SOE's academic programs with higher employer satisfaction rates and higher student satisfaction rates than the average scores of nine California Private Universities (CPUs) in Southern California.
- Conducted aggregated data analysis on IDEA data of student evaluation of course instruction/class teaching, which helped departments/programs and faculty, with a larger and clearer picture, identify strengths and challenging issues in teaching and student learning.
- Did a five-year budget for three new program proposals and revised the elements and the format of the new program proposal with needs analysis and market research; all three proposed programs were approved by the university's authoritative entities.
- Led the compilation and editing of NCATE Accreditation Annual Report and CTC Accreditation Biennial Report with all the related departments and programs, and submitted them on time.

DISTRICT OFFICE OF INSTITUTIONAL RESEARCH, Ventura County Community College District,
Ventura, CA

8/2008 – 7/2010

District Director of Institutional Research

Responsible for the District's data needs for planning, assessment, organizational development and accreditation studies; coordinated district-wide efforts to establish a data system for one official data source/reporting system such as the IR Data Mart and Electronic Fact Book; assisted colleges in program review, function mapping and student learning outcomes assessment; monitored, evaluated and ensured the validity and accuracy of institutional data submission to State Chancellor's Office MIS Data System; conducted ad-hoc and routine data analysis for district-wide decision-and-policy-making.

- Conducted the second VCCCD Student Perception Survey in Spring 2010 for accreditation self-studies with an executive summary report of student satisfaction with their educational experiences, student needs and critical issues concerned.
- Developed and conducted the Participative Governance Self-Appraisal Survey for 23 district-wide committees for planning and performance effectiveness as well as accreditation studies.
- Designed, conducted, analyzed and reported VCCCD Employee Satisfaction Survey in Fall 2009 after its absence for five years.
- Conducted data analysis on credit requirements of general education among 1/3 of California Community Colleges (totaling 38 colleges) for the District Academic Technical Review Committee to facilitate its decision on the appropriate credit and competency requirements for the district general education to advance the degree completion rate.
- Established a district-wide IR Group composed of data analysts, researchers and deans from the three colleges to coordinate and calibrate the efforts for research, planning, program review and accreditation self-studies; exchanged ideas and experiences in student learning outcomes assessment; calibrated standards for data extraction, data formation, report contents and research data terminology; planned and organized meetings monthly with agendas and minutes.
- Designed and conducted VCCCD's first district-wide web survey – "The Student Perception Survey - Spring 2009" with a 19.2% response rate; analyzed the result and published the executive summary to the public and employees.
- Compiled high school college-going rates in Ventura County to provide valid information to the

Chancellor's Cabinet for a strategic plan, connecting and working with local high schools to meet student needs and local college-going demands.

- Conducted a 5-year trend analysis of The Basic Skill Course Success Rates by gender and ethnicity for our three colleges compared with the non-basic skill courses to identify issues for making policies and enhancing basic skills services for students.
- Led a team to conduct surveys for IR needs analysis, designed and implemented an IR data mart with the IT Division and the IR Group for one official data source in the district; personally designed the structure and relational tables of the data mart.
- Created district and college eFactbooks containing a five-year trend analysis and new data elements and categories for easy data interpretation.
- Conducted the District's Legal Service Survey and IR Needs Survey; analyzed data with an executive summary report and presented it at a meeting of the VCCCD Board of Trustees.
- Served as a member in the district-wide committees, such as, the District Accreditation Coordination Workforce, the Program Review and Function Mapping Committee and the Banner Student Group, etc.
- As an assigned coordinator/group leader, led a small team of administrators and faculty working on the documents of function mapping in the areas of Economics and Workforce Development, and Planning and Organizational Development.
- Conducted financial analysis on Ventura College's Sheriff's Academy Program to determine the benefits and profits of the program for a contract renewal decision by means of a revenue and cost analysis - a ratio analysis of FTE revenues and FTE costs for the past five years.
- Conducted analysis for CalPASS affiliations, data collection, and use of data in decision making to update the Chancellor's Cabinet with suggestions for effective community communication and cooperation.
- Analyzed MIS data for student retention rates, course completions rates, and student-right-to-know persistence/success rates for accreditation studies.
- Analyzed student financial distributions by gender and ethnicity with the data retrieved from State Chancellor's Office MIS data mart. The report showed some issues of inequality.
- Promoted the vision of making best use of data analysis for sound decision making and improvement of institutional effectiveness by communicating with district-wide committees, motivating the IR Group to play major roles in program review, SLOs assessment, and institutional function mapping, and presenting the research results at the Board of Trustee meetings and the District Chancellor's Cabinet.
- Established a two-year District Research Agenda according to the IR Needs Survey conducted among middle and executive managers from three colleges and the district.
- Analyzed the job market and employment predictions in Ventura County and the neighborhood areas covered by three colleges through market scanning to determine the needs of new and on-job training programs for workforce development.

GERSON LEHRMAN GROUP

Business Consultant

1/2008 – 8/2008

- With paid assignments, consulted companies and investors in the areas of on-line education trend and market, competitive market of for-profit education development, direct marketing leads, internet lead generation, China, post-secondary education, college library services, textbook selection and publications, curriculum module development in for-profit education, etc.

OFFICE OF INSTITUTIONAL RESEARCH, ASSESSMENT AND PLANNING, California State University Dominguez Hills, Carson, CA

8/2007 – 3/2008

Assistant Vice President

Charged with providing leadership and guidance in institutional effectiveness, academic planning, accountability, accreditation, enrollment planning, information management, internal and external data reporting and program evaluation. Responsible for providing the strategic direction to the Office in developing information resources in support of campus decision-making related to educational policy and practice, research initiatives, assessment

initiatives, analysis, dissemination and reporting of institutional data, monitoring student pipeline and enrolment activities, reporting on the perceptions and attitudes of campus constituencies, developing information on student persistence/attrition behaviors, and monitoring campus accountability measures.

- Conducted new President's Stakeholders Survey (both internally and externally) and recoded answers to all the open-ended questions. Compiled an executive summary report with distinguished categories of stakeholders' opinions about strengths, weaknesses, opportunities and suggestions to form a vision and plan for the improvement of professional morale and ethics, operational management and institutional effectiveness.
- Participated in policy and decision making in university's administrations and recruitment as a regular committee member of the Academic Affair Council, AAC+, the Enrollment Management Policy Council, University Planning Council, the Accreditation Committee, Program Review Panel, the AVP Council, and the CMS Steering Committee, etc.
- Took the initiative to lead a taskforce, assigned by the EMPC, developed and administered an Admitted Student Survey for both enrolled and not-enrolled students to find out the reasons why admitted students enrolled or did not enroll at Dominguez Hills. These surveys would help solve issues in advertising, marketing, recruitment and enrollment management for higher conversion or yield rates. The surveys were done by means of the Blackboard for new freshmen; a web survey used for graduate students and transfer students; a telephone survey was employed for those who did not enroll at CSUDH. We had 24-42% response rates with preliminary reports of useful survey results.
- Conducted a comparative study on the new admitted students between those who were enrolled or not-enrolled, and presented the study to the EMPC with a clear picture of differences by demographics between the two groups. This provided the insights and guidance to our marketing, outreaching and recruitment efforts, as the university was facing declined enrollment for years.
- Used ArcGIS mapping technology to map the new student sources by zip, ethnicity and class levels to demonstrate the student sources in the local service areas. This helped the recruitment and outreaching efforts in targeted areas.
- Designed and developed a 5-week prediction model with the past 4 years' daily registration trend analysis by a range of 100 registration days to forecast headcount and FTE enrollment for the Provost's Office Census data reports. The forecast reached about 98% accuracy to actual student registration/enrollment.
- Worked with the EOP Office to evaluate its grant program of the Summer Math Camp for Remediation by examining remedial math passing rates, student evaluation of instruction and instructors' feedback of the program to determine the impact and effectiveness of the Math Camp Program.
- Directed the Office for its routine internal and external reports, fact book, ad-hoc requests of data for assessment, accreditation self-studies and enrollment planning; ran staff meetings every other week, developed the Stated Objectives of the OIRPA Office with a vision, did staff performance evaluation and handled office budget and the IRAP Annual Report of Performance Effectiveness Review.
- Worked closely with other offices or divisions for a variety of tasks, such as, CNES's NPSAS'08 survey with Student Affairs and the Office of Financial Aid, the USA Today-NSSE project with the University Advancement and Public Relations, the Faculty/Staff Common Data Platform for data analysis and reports with the HR, Faculty Affairs and CMS for PeopleSoft faculty database development, and the Faculty and Student Technology Utilization Survey for faculty satisfaction with the IT Department.

OFFICE OF MARKET RESEARCH Corinthian Colleges, Inc., Santa Ana, CA

Market Research Manager

8/2005 – 8/2007

Responsible for market research on marketing strategies, the unique selling proposition, market niche and segmentation studies, consumer insights, business intelligence, marketing cost and effectiveness analysis, MSA analysis, customer profiling, marketing profitability, corporate expansion, business development, student retention and graduation studies, academic program planning and development, student satisfaction surveys and

strategic planning.

Market Research and Strategic Planning

- Used monthly student attrition rates to design and develop a revenue model for profitability analysis and enrollment/revenue forecast.
- Conducted CCI's first graduation and attrition study by degree levels to develop intervention programs; this study identified important factors that impacted student retention, such as, financial aid awards, attendance, monthly payments, time to graduation, and college GPA, etc.; obtained insights through this study was used for the Company's *Program Inspire!*, an operational management initiative.
- Conducted and presented *The Competitors Analyses* on 10 major publicly-held (in the stock market) for-profit education corporations with financial analysis, SWOT analysis, business strategy analysis, market selling propositions, recent initiatives and development through reviewing and analyzing 10-K annual reports, news and press releases, research analyst reports and investor conference calls, etc.; this study was used for CCI's strategic planning and business development.
- Proposed the revision and logistic changes for a company-wide student satisfaction survey to the executive team and worked as a team leader to revise student satisfaction survey contents and procedures to better suit the Company's needs.
- Participated in Academic Program Planning for FY 2008 with a large amount of data analysis on program enrollment by location, and sorted out top five programs for strategic planning in each particular geographic area.
- Assigned to be in charge of the student satisfaction survey, the course evaluation and the employer survey in planning, designing and implementing a coordinated survey/assessment system with 125 campuses.
- Analyzed CPAT entrance examination data to help the Nursing Department determine the effectiveness of the CPAT entrance exam in the admissions policy and practice.
- Proposed strategic change for the survey of student satisfaction the campus services, revised the satisfaction survey instrument and designed a new course evaluation instrument to assure validity and reliability of the survey.
- Analyzed transfer-student data to determine the correlations between transfer students and their graduation rates; this study discovered some retention and completion issues of transfer students to catch the administrative attention.
- Worked closely with the IT department to develop a reliable, integrative student record system, and designed and created a relational data mart for marketing analysis, market research and production profitability analysis.
- Analyzed the company's media spending vs. customer lead turnover rates to determine the efficiency of marketing activities, and suggested a few alternatives for efficient marketing spending and media usage.
- Conducted MSA market analysis to determine price and growth of profits of each academic program and set up strategies to focus on a few most potential and bread-earning programs; determined the market niche for each MSA with InfoUSA data and the company's lead-to-start conversion data.
- Used ArcGIS mapping to project zips of prospective student sources to show favorite markets for institutional business development.
- Used statistical methods on Canada's demographic and psychographic data by postal codes to project prospective starts and potential markets for CDI's 23 schools (schools in Canada) with ArcGIS and Generation 5 databases for strategic planning.
- Developed a vision of the "value-added" market strategies to focus on the target markets for effective marketing and operational management.
- As Project Manager successfully led a team to develop a business plan for outsourcing the innovative QTI technology in automotive interior production to China in my Executive MBA studies.

Data Mart Design/Database Management

- Assigned as Project Manager with a team of 8 marketing professionals, function analysts and IT

technicians to design, develop and implement a data mart within the company-wide data warehouse for marketing, profitability analysis and market research.

- Designed and drafted the Marketing Data Mart Infrastructure and Data Source Tables with Cognas.

OFFICE OF INSTITUTIONAL RESEARCH Loyola Marymount University, Los Angeles, CA

Director of Institutional Research

9/1997 – 6/2005

Reported to Academic Vice President, mainly responsible for institutional data collection, enrollment management, market research, institutional effectiveness, student satisfaction analysis, strategic planning, learning outcomes assessment, program evaluation, quality control and accreditation studies.

Assessment, Institutional Effectiveness & Accreditation

- As a member of the LMU Re-accreditation Steering Committee, was in charge of data collection and data analysis on student learning outcomes assessment, institutional effectiveness, and quality control to meet the new standards imposed by the accreditation agency - WASC.
- Assisted in compiling online reaccreditation data/document portfolio for online review and site visit.
- As a Steering Committee member, received the accreditation onsite visit team and discussed issues, answered questions and concerns, provided supplementary data as requested, coordinated campus-wide constituencies to successfully complete re-accreditation visit in 2004.
- Assisted the Learning Resources Center in a program effectiveness study of student tutoring services and student satisfaction, especially in assessing a special tutoring program for LMU athletes for program improvement.
- Helped the learning Resources Center redesign assessment instruments, policies and procedures, and tutoring schedules to meet students' needs; and help the Center develop an outreach marketing plan.
- Assisted the College of Engineering in assessing programs/courses retention and graduation studies, especially for minority student retention and graduation rates, and fundraising for an intervention program.
- Assisted other academic departments in student learning outcomes assessment.

Market Research and Strategic Planning

- Conducted the Admissions/Financial Aid Index Studies to revisit admission policies and criteria, tuition pricing and financial aid packaging with a longitudinal study through statistical analysis to determine admissions' criteria and financial packaging; with the increased weight of high school GPA and the reduced weight of SAT in admissions policies to predict student success, LMU increased the overall graduation rates, especially for minority groups, by 10-15% in the following 4 years.
- Researched on segments of customers/students with a psychographic method and SWOT analysis to determine why students were attracted to Loyola Marymount University, and designed and implemented a study to determine the market niche and proposed a strategic plan for the targeted groups, which expanded the student application pool by 15% and resulted in a 8% increase of the yield rate of enrollment with a net revenue increase of \$1.2 million for one year.
- Conducted surveys on the admitted but not enrolled students to determine LMU's competitors and the reasons why students did not enroll at LMU in order to adjust our marketing and recruitment strategies.
- Designed and conducted about 30 focus group studies to tackle various issues in student retention, student advising, and the intercultural climate.

Project Management, Enrollment Management, and Fundraising

- As a committee member, engaged in freshman retention studies with a student record system data analysis; designed and conducted a faculty perception survey for student retention; presented the report at the Enrollment Management Committee and Student Retention Committee.
- Surveyed students on a longitudinal basis (pre-enrollment, first year, and senior year) and conducted statistical analyses on student satisfaction with education experience, student perception and behavioral

changes, student psychological and emotional changes and intellectual growth/academic learning outcomes.

- Managed, led or coordinated various special project teams to solve retention/graduation rate problems, to target institutional teaching and learning environmental issues in faculty advisement, student housing, extracurricular activities, student organizations and athletic activities.
- Carried out the Total Quality Control studies by academic programs; conducted operation analysis through cost-effectiveness analysis, least cost analysis, Cost/per FTE ratio analysis, trend analysis, and financial common-size and ratio analyses, etc.
- Led a team to create Institutional Diversity Scorecard Indicators to tackle diversity issues; conducted faculty and student multicultural campus-climate surveys, and worked with the team for the assessment of a few intercultural intervention programs and Campus Ministry's spirituality enhancement program.
- Conducted benchmarking studies with peer analysis of compatible institutions to determine LMU's position of institutional effectiveness and quality of education through IPEDS' peer analysis tool and national NCES databases.
- Designed various in-house surveys for academic program assessment and student learning outcomes assessment; worked closely with faculty, department chairs and college deans for different assessment projects.
- Conducted the institutional overview on diversity issues with an in-depth data analysis on the in-house Institutional Diversity Scorecard and worked as a major team player to obtain \$900,000 from the James Irvine Foundation for LMU's intercultural intervention programs for the third time; also worked as a major evaluator, one of the PIs, to evaluate and report the success of the intervention programs.
- As a member of the Student Retention and Advisement Committee, with adequate data analysis, proposed a centralized faculty advisement center composed by senior faculty members from different departments to help students with a non-declared major or students who would like to change a major select or change a major into a desired one to prevent student dropouts, and improve student retention rates. The proposal was well received. The Faculty Advisement Center played an important role in helping retaining students within the university and increasing student satisfaction.

Consulting and Mediating

- As an active GLG Associate and consultant, provided numerous paid consulting advices in American higher education, international higher education, market research and institutional development, for-profit education investment, enrollment management, and textbooks publication, etc.
- Wrote and published an article *Planning and Developing Community Colleges in China* to assist the U.S.-China Education Foundation in NYC in successfully obtaining \$1.2 million for a three-year project helping China plan and develop community colleges and its educational reform.
- As a major mediator and translator, actively led two (2) American delegations to China in three summers sponsored by a Ford Foundation grant in helping China plan and develop community colleges with workshops and training in collaborations with China Education Commission, Beijing Education Commission, Shanghai Education Commission and Shanxi Education Commission from 1997-2001; as the result, more than 20 community colleges have been established in the past ten years.
- As a business consulting team member of the LMU EMBA program worked with Trading Supplies, Inc. at Los Angeles and helped the company identify and solve problems in organizational change, operational management, marketing, human resources and financial management.

Research/Data Analysis for Policy Making

- Reported to LMU President's Cabinet *The Study of the Baccalaureate Origin of Doctorate Recipients* to support LMU's first Ed.D Program to get approved by the WASC Accreditation Association with an inspiring result that showed LMU's graduates' aspiration for the doctoral level of education had increased dramatically in the past 10 years. This study was done with two large national educational research databases.
- Analyzed full-time and part-time faculty workload with student class registration data to show the needs

of full-time faculty in the core curriculum for the quality of undergraduate General Education; the data analysis and report resulted in a new executive policy and budget of hiring 100 new full-time tenure-track faculty within the next 4 years.

- Designed and conducted a full-length institutional diversity scorecard in joint efforts with USC to promote diversity intercultural programs at LMU; the research and presentations at different national conferences promoted LMU as a model institution for Diversity/Interculturalism with a nation-wide fame in this aspect.
- Created a policy and procedure for Institutional Data Integrity control to collect and verify data from various offices for the U.S. News and World Reports' Best Colleges Ranking and have kept LMU at Number 3 in the category of Master I Universities in the West Region for 7 years.
- Used NCES national longitudinal study databases to study the impact of financial aid on community college minority students occupational outcomes with the result of 36% higher average salary than their non-college-going peers in a 14-year time span. The paper was presented at the AIR forum in 1999.
- Worked with Chief Librarian and the Library Committee to design Library Usage and Satisfaction Surveys to facilitate users' needs and determine library service efficiency.

Database Management and Knowledge Management

- Maintained the faculty database in Access to create reports for faculty profiles, workload, salary studies, and faculty retention studies.
- Designed and created the Office's in-house data mart to meet the needs of institutional research for external surveys such as CDS, IPEDS, AAUP, CUPA, College Board, Petersons, HEDS, Barron's and U.S. News, etc.; personally handled all data surveys and reports to the external agencies.
- Retrieved and downloaded data from the Banner system for ad hoc data requests from administrators, faculty, students and other offices.
- Designed and created the online Department Profiles including the areas of student enrollment, faculty, student characteristics, course grades, retention and graduation rates, and faculty publications, etc. with Microsoft Pivot Tables for interactive queries on the web.
- Designed and Created official Institutional Fact Book in both hard copy and online versions for easy data access and queries.

DIVISION OF ACADEMIC AFFAIRS Hostos Community College, CUNY, Bronx, NY

Assistant to the Vice President of Academic Affairs/Coordinator of Academic Administration 5/1994 – 9/1997

Reported to Vice President of Academic Affairs/Dean of Faculty, responsible for class registration, class scheduling, curriculum development, division budgeting, new academic program approval, data analysis, reporting, and program assessment. Assigned as Library Administrator by the VP/Dean for one year during the absence of Chief Librarian.

Curriculum Development, Administration, Budgeting, Course Scheduling

- Assigned as the Interim Chief Administrator by the Vice President of Academic Affairs/Dean of Faculty to be in charge of the Library during the absence of Chief Librarian for one year; installed book scanning register systems, set up a faculty library committee for the book acquisition needs, mediating conflicts between faculty/staff, and scheduled faculty/staff work assignments.
- Assisted the Nursing Department in developing new programs with market scanning, needs analysis and budgeting.
- As a committee member, revised and designed the student satisfaction survey inventories, designed course evaluation for instructional effectiveness and conducted analysis to test the validity and reliability of the survey instrument.
- Audited and analyzed the Division's budget, expenditures and capital projects, and provided recommendations to the VP/Dean.
- Developed an academic program outcomes assessment data warehouse with FoxPro in Academic Affairs

- and compiled all required academic and administrative reports to the CUNY Central Research Office.
- Analyzed the proposed course schedules with student advisement data and registration data to plan an optimal academic course offering schedule to meet students' needs, especially for single-parent women students; worked with department chairs to schedule and arrange needed courses and restrict unwanted courses.
 - As a member of the Curriculum Committee representing the VP/Dean, revised the core curriculum, facilitated ESL and remedial courses with more credit hours to increase student/instructor interactions and meet requirements for tutoring.
 - Analyzed student placement data with success data (passing, completion and course grade data) to determine the effectiveness of the placement instrument and criteria.
 - Coordinated a campus-wide Instructional Innovation Summit to engage faculty in exchanging and presenting ideas, initiatives and applications in instructional and technological innovations.
 - Participated in Division's strategic planning for curriculum development with budgeting.
 - Worked with the student advisement center and coordinated with department chairs to meet student academic needs and increased awareness of student-centered services.

OTHER RELATED EXPERIENCE

US-CHINA EDUCATION FOUNDATION, New York, NY

Senior Consultant (as a volunteer in spare time) – Assisted the Foundation in obtaining \$1.2 million from the Ford Foundation for US-China Education Foundation in New York in helping China plan and develop community colleges for a three year project. *Three summers 1997- 2000*

NEW SCHOOL OF SOCIAL RESEARCH, COLLEGE OF NEW ROCHELLE, NY.

Adjunct Faculty of English Writing *9/1996 - 5/1997*

DEPARTMENT OF EDUCATIONAL ADMINISTRATION AND POLICY STUDIES University at Albany, NY

Graduate Teaching Assistant and Graduate Research Fellow *1/1988 - 7/1993*

TIANJIN TEXTILE ENGINEERING COLLEGE, TIANJIN, CHINA

Full-time Lecturer/Assistant Professor of English/ESL
4/1982 -11/1987

COMPUTING/ANALYTICAL SKILLS

- Commonly used statistical analyses include descriptive analysis and inferential analysis such as regression modeling, logistic regression, T-test, ANOVA, MANOVA, Factor Analysis, Discriminant Analysis, Cluster Analysis, small sample analysis and advance multivariate analysis.
- Experience with different student record/information systems, mainframe and databases: Banner, PeopleSoft, SQL Server 2008, Oracle, ACCESS, FoxPro, dBase IV, IA, SCT, Windows XP, Macintosh, IBM/VM, VTAM VAX mainframe.
- Major software/languages/databases used include MS Office (Outlook, Word, Excel, PowerPoint, Access), SQL, FOCUS, Bubble Publishing for Survey Design, MS Publisher, Visio, FoxPro 2.5, dBase IV, ArcGIS Mapping, Crystal Ball for financial analysis and forecasting, Adobe Acrobat, Adobe PageMaker, MacDraw and more.
- Statistical Analysis with SPSS, SAS and Crystal Ball for decision-making simulation and forecasting, PHStats2.
- Survey questionnaire design with Scantron, Remark Office, Remark Web Survey, SnapSurvey, SurveyMonkey.com, and QuestionPro.

- Web page design and web survey design with MS FrontPage, Dreamweaver, ASP and VBA. Knowledge and experience of SPSS Clementine data mining.
- Data mart design and development with SQL Server 2008, and IBM Cognos.
- Professional research presentations and reports with various charts, graphs and forms.

ACADEMIC ACHIEVEMENTS

Selected Paper Presentations and Publications

- Hu, N.B., Lee, H.K. and Chiang, L. (2012). Measuring Student Spiritual Formation and Growth for Christian Education. Research paper presented at the International Christian Community for Teacher Education (ICCTE), Azusa Pacific University, CA May 23-26, 2012.
- Lee, H.K., Hu, N.B. and Chiang, L. (2012, in process) *A Conceptual Framework of Defining and Measuring Student Spiritual Formation in Christian Education*. "Christian Approaches in Higher Education", research paper submitted to Calvin College Christianity Publications.
- Lee, H.P and Hu, N.B. (2011). *A Conceptual Framework of Measuring Students' Spiritual Formation*. Research paper presented at the Conference of Education as Formation: Christian Approaches, Calvin College, Grand Rapids, MI, Oct. 6-8, 2011.
- Hu, N.B. (2011). *Establishing A Valid Assessment System and Enhancing Our Culture of Evidence*, presentation to all faculty and staff at the APU/School of Education Kick-Off Day. Ontario Airport Hilton, Ontario, CA August, 31, 2011
- Panel Presentation and Discussions with T. Marcos, S. Lafreniere, and L.S. Chiang. *Building A Culture of Evidence in Assessment*, The Annual Forum of the Association of Institutional Research, Toronto, Ontario, Canada, May 22-26, 2011.
- Research Presentation: Hu, N.B. & Shulruf, B. (2011) *Predicting Factors of Nursing Students' Success in Program Retention and Passing the NCLEX-RN License Test*. The Annual Forum of the Association of Institutional Research Toronto, Ontario, Canada, May 22-26, 2011.
- Hu, N. B. (2011). Panel Presentation: *Are we ready for change? similarities and distinctions between institutional research, institutional effectiveness and business intelligence*. The Annual Forum of the Association of Institutional Research, Toronto, Ontario, Canada, May 22-26, 2011.
- Poster Presentation: *Building A Culture of Evidence within The School of Education Level II WASC Student Learning and Assessment Retreat*, Crowne Plaza Hotel, Anaheim, CA, October 21-23, 2010.
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- Poster Presentation: "Using ArcGIS to Present Predicted Potential Starts for Marketing in Proprietary Education", accepted by AIR 48th Annual Forum, Kansas City, MI, 2007, June 2-6, 2007.
- Poster Demonstration: "How to Create Multicultural Diversity Scorecard", presented at AIR 46th Annual Conference, San Diego, May, 2005.
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