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CURRICULUM VITAE

Education

1995 Ph.D. University of California, San Diego. Major fields: American Politics, International Relations.
1994 M.A. University of California, San Diego. Major: Political Science.
1987 Catholic University, Washington D.C., 12-unit summer graduate program in British politics.
1987 A.B. cum laude, Washington University, St. Louis, Missouri, Majors: Economics and Political Economy, Advisor D. North, Nobel Laureate

Dissertation

"Political Control of State Research Universities: The Effect of the Structure of Political Control on University Quality and Funding" Advisor: Gary C. Jacobson, Professor.

Professional Experience

University of California, Office of the President 1998-present
Department of Planning and Analysis
Coordinator of Long Range Enrollment Analysis and Database Development

The Office of the President (UCOP) is the systemwide headquarters of the University of California. Its eight divisions oversee UC's academic mission, budget, community affairs, and business and financial activities. The total operating budget is in excess of 14 billion dollars with 200,000 students on 10 campuses.

The Department of Planning and Analysis reports to the Provost and Senior Vice President and conducts planning, analysis, and assessment for UC and promotes policy development and implementation, particularly with regard to long-range enrollment planning, improvement of undergraduate and graduate education, institutional quality and accountability, and budgetary analysis from an academic perspective.

As Coordinator of Long Range Enrollment Analysis and Database Development, responsibilities include modeling long-range enrollment demand for the ten-campus UC system and conducting strategic analysis of past and present student activity to drive policy development.

Accomplishments:

- ? Developed a new long-range enrollment demand model for the UC system using demographic and student behavior data and first model of continuing student persistence. Created first scenario based model system. Enrollment models are used for planning faculty hiring, building construction, and new campus acquisition decisions.
- ? Developed policy and technical procedure to identify students who had exceeded negotiated number of academic units beyond those required for their academic program. Significantly reduced the fiscal impact of original policy proposal by up to \$10 million.

Coordinator of Long Range Enrollment Analysis and Database Development (continued)

- ? Determined regional enrollment demand for new campus for purpose of determination of demand for student housing. Calculated probable demand for three proposed regional distance academic centers using demographic, census, and GIS systems.
- ? Wrote technical section of Student Support Services Proposal for new UC campus and served on advisory committee to determine programmatic and physical plant needs for student support services and campus master plan design.
- ? Analyzed student behavior to determine probable demand for expanded systemwide summer term and the effect of a summer term on student time to degree.
- ? Conducted strategic analysis of student pre-matriculation academic activity and the expected long-term effects on time to degree from changing levels of activity and proposed policy changes.
- ? Created database and analysis system using SAS to allow detailed analysis of short and long term student and applicant behavior creating a revolution in the information detail and sub-sets of information available to senior management.
- ? Pushed through first systemwide series of meetings to improve corporate student data systems in over a decade, focusing on improving reporting consistency and error reduction from nine campus offices and establishing a mechanism to improve data quality into the future.
- ? Worked with external vendor to improve understanding of student socio-economic background using census and GIS data.

*The Berkeley Bayit Inc. 1998-present**President and CEO*

The Berkeley Bayit Inc. is a non-profit corporation that owns the facilities and oversees a student run cooperative housing organization at UC Berkeley.

- ? Recruited entirely new Board of Directors when original Board retired over a one-year period, one year after my appointment to the Board.
- ? Moved from financially precarious position where the future of the organization was somewhat in doubt to a position where long neglected major renewal of physical plant was possible and began multi-year repair plan.
- ? Revived fundraising efforts and significantly increased resources from alumni annual fund drive.

*University of California, Office of the President 1997-1998**Department of Planning and Analysis**Senior Policy Analyst*

- ? Created new enrollment demand model as part of a two-person team.
- ? Organized systemwide reporting system for US News and World Report with first unified reporting system. Developed new system for coordinating reporting on faculty workload and classes taught for the system.
- ? Created a database and analysis system using SAS to allow detailed analysis of short and long term student and applicant behavior dramatically changing the information detail and information available to senior management.

University of California, Office of the President 1996-1997
Student Academic Services, Admissions and Institutional Research
Senior Administrative Analyst

- ? Conducted first internal validity study to determine the relationship between admissions criteria in selecting students and first year grades and graduation rates using regression analysis.
- ? Built and maintained first UCOP website to distribute admissions related information about approved high school courses to high schools, community colleges, and students. This was the first searchable web site at UCOP.
- ? Contributed significantly to the development of the web-based electronic application system for the UC system.
- ? Part of the development group for improving the use of technology for outreach to underserved groups of students. Published first admissions data report on the web.
- ? Conducted strategic analysis of admissions data to evaluate likely effects of proposed changes in admissions policy.
- ? Assembled primary research on politically sensitive admissions questions as part of UC Regental inquiry.

University of California, Council on Student Fees 1994-1996
Director

- ? Reorganized existing but poorly functioning systemwide organization made up of nine independent campus committees charged with overseeing student affairs budgets financed with student fees, roughly \$10 million at each campus.
- ? Made first coordinated reports to the UC Office of the President and the UC Regents in over a decade.
- ? Revitalized system of sharing knowledge between campuses and worked to improve effectiveness of weaker committees.
- ? Changed relationship with systemwide student government to create effective, independent Council. Created new succession system for Directors.

University of California, San Diego 1993-1994
Registration Fee Committee
Chair

- ? Oversaw \$10 million budget for student services including coordinating annual evaluation of program effectiveness and in-depth annual evaluation of three programs.
- ? Evaluated requests for new programs from existing student service programs.
- ? Provided primary contact and oversight between Committee and Sports Facilities functional area (four administrative units) and Mission Bay Aquatic Center, an off-campus facility jointly operated with another university.

University of California, San Diego 1993-1994
Dean of Graduate Studies and Research
Graduate Student Intern

- ? Published quarterly newsletter.
- ? Served as primary liaison between administration and graduate students on administrative committees and with the Dean.
- ? Organized two symposia on graduate student issues.

University of California, San Diego 1987-1994
Department of Political Science and Fifth College Writing Program
Graduate Teaching Assistant

- ? Lead two weekly discussion sections per quarter with 30 students each.
- ? Responsible for grading papers, reviewing writing progress with students, helping to write examination questions, and determined course grades.

University of California, San Diego 1991-1993, 1994-1995
Graduate Student Association (GSA)
Vice President (Finance, External Relations, Internal Relations), Acting President

- ? Initiated and led successful effort to get universal mandatory health insurance for all graduate students at UC San Diego which was later expanded to the entire UC system. Effort included developing scope and cost of coverage, conducting election campaign, and negotiating coverage of cost for employed graduate students by administration.
- ? Led major expansion of GSA through doubling of student fee by leading election campaign.
- ? Organized establishment of graduate pub on campus to meet graduate student social needs.
- ? Rewrote GSA constitution and reorganized method of filling positions on University committees.
- ? Brokered solution to multi-year long dispute between campuses for funding systemwide student government.
- ? Brokered memorandum of understanding between Graduate and Undergraduate student governments, the Student Center Board, the University, and four independent student-run cooperative businesses for a new business model and relationship with the University after a six-month round of negotiations and a two-year long conflict.

University of California, San Diego 1987-1993
University Center Board
Vice Chair

- ? Provided student oversight for construction of 170,000 sq. ft. student center and creation of policies for its operation upon opening and the first four years of its operation.
- ? Successfully expanded scope of renewal of old student center to insure its continued usefulness.
- ? Provided general direction for the management of a student-run coffee shop with revenue increasing from \$300,000 to \$600,000 during a major expansion over a five-year period.

University Committees, University of California, Office of the President

UC Merced Student Planning Advisory Committee
UC Merced Enrollment Projection Task Force
UCOP Database Development Group
UCOP Web homepage redesign Committee
UC Outreach and Technology Committee
UC System US News and World Report Coordinating Committee
UC Faculty Workload Evaluation Taskforce
UC Outreach Evaluation Taskforce

University Committees, University of California, San Diego

Graduate Council (Dean of Graduate Studies and Research)
Registration Advisory Fee Committee, Chair
Graduate Student Health Insurance Advisory Committee
Teaching Assistant Development Committee
Master Planning Committee
Enrollment Projection Committee
University Centers Board, Vice Chair Graduate Students Association - Vice President Finance, VP External Affairs, VP Internal Affairs
Associated Students (Graduate Rep., Director of Development, Director Television Productions)
Capital Outlay and Space Allocation Committee
International House Planning Committee
International House Programming Committee
Multi-Cultural Center Task force
Infopath Advisory Committee (WWW Homepage development for campus)

Not-for-Profit Boards of Directors

UC San Diego Bay Area Alumni Association, President, 1999-present.
Washington University Bay Area Alumni Club Executive Committee, 1996-present.

Publications

2004 "Where Does All the Money Go? A Comparative Analysis of State Finance, Educational Spending, and Outcomes," University of California, Planning and Analysis, University of California, Office of the President.

2003 "The Effect of Advanced Placement Credit on Time to Degree at the University of California," Association of Institutional Research 2003 Forum, Tampa, Florida (best paper series)
Published: ERIC collection of AIR 2003 Forum Papers.

2003, 2002, 2001, 2000, 1999, 1998 "University of California, An Enrollment Handbook," 3rd through 9th Edition. University of California, Planning and Analysis, University of California, Office of the President.

2000 Co-Authored "Thinking in Future Tense: Designing the New Architecture of Student Life at UC Merced," final report of the UC Merced Student Planning Committee to UC Merced Chancellor and officers

1999 "Graduate and Undergraduate Enrollment Planning Through 2010: Modeling Undergraduate Enrollment Demand," University of California, Planning and Analysis, University of California, Office of the President.

1998 "University of California Undergraduate Instruction and Faculty Teaching Activities, Fifth Annual Report to the Legislature," University of California, Planning and Analysis, University of California, Office of the President.

1997 "Internal SAT Validity Study: California Students Enrolled at UC Campuses 1994," University of California, Student Academic Services, University of California, Office of the President.

1997 "Information Digest," University of California, Student Academic Services, University of California, Office of the President.