

Kristina Powers, Ph.D.

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EDUCATION

- Ph.D. Educational Policy, Planning, and Analysis** 2007
Concentration: Higher Education Policy
Dissertation Title: Matching Student Characteristics and Institutional Characteristics for Student Success in Four-Year Colleges and Universities
Florida State University, Tallahassee, FL
Department of Educational Leadership and Policy Studies
- Certificate, Institutional Research** 2005
Florida State University, Tallahassee, FL
Department of Educational Leadership and Policy Studies
- M.S. Higher Education Administration** 2003
Florida State University, Tallahassee, FL
Department of Educational Leadership and Policy Studies
- B.A. International Business & Economics, International Studies, and Political Science** 2000
State University of New York, College at Brockport, Brockport, NY
Delta College Program (Advanced Liberal Arts Program)
Magna Cum Laude
- University at Pittsburgh, Semester at Sea** 1999
Countries studied and experienced: Japan, Hong Kong, The People's Republic of China, Vietnam, Malaysia, India, Egypt, Turkey, Croatia, Italy, and Morocco

AREAS OF SPECIALIZATION

- ◆ Academic Program Needs Assessments
- ◆ Accreditation
- ◆ Adult and Online Students
- ◆ At-Risk Students
- ◆ Benchmarking
- ◆ Business Analysis
- ◆ Data Coaching for Data and Non-Data Users
- ◆ Data Driven Decision Making
- ◆ Financial Modeling
- ◆ Institutional Research
- ◆ IPEDS
- ◆ NCES Restricted Access Databases
- ◆ Policy Analysis
- ◆ Quantitative Analysis
- ◆ Research Methods
- ◆ Staffing Analyses
- ◆ State and National Higher Education Policy
- ◆ Student Financial Aid
- ◆ Student Retention and Graduation Rates
- ◆ Student Success
- ◆ Surveys of Faculty, Staff, and Students

PROFESSIONAL EXPERIENCE

President

Institute for Effectiveness in Higher Education

September 2002 – Present

The Institute for Effectiveness in Higher Education (IEHE) works with institutions and individuals to capitalize on data to elevate the effectiveness of the work they are doing. We partner with senior-level decision makers, as well as individual contributors, to facilitate challenging data conversations, implement realistic institutional solutions and develop infrastructure. We're well-versed in institutional data and analysis needs, including accreditation, assessment, benchmarking, dashboards, data coaching, IPEDS, IR infrastructure and student success.

Research Fellow on Student Achievement

WASC Senior College and University Commission

April 2016 – Present

Work directly with WSCUC staff and member institutions to help further develop the Graduation Rate Dashboard (GRD). Interact directly with Institutional Research Directors and leadership at member institutions to help them develop the capacity to produce reliable data required by the GRD. Provide regular updates to WSCUC leadership on member institutions' progress. Facilitate presentations of member institutions with innovative use cases of the GRD.

Lead IPEDS National Trainer

Association for Institutional Research

July 2009 – Present

Serve as lead trainer, delivering IPEDS trainings to participants throughout the country. Develop new curriculum and make enhancements to existing curriculum based on changes to IPEDS requirements and with consideration for multiple institution types (i.e., 4-year, 2-year, small, large, public, private, etc.). Remain up-to-date on current issues in IPEDS. Respond to questions on the IPEDS list serve, as needed.

Associate Vice President of Institutional Research Services

Bridgepoint Education, San Diego, California

June 2011– October 2017

Provide leadership and project management for institutional research, accreditation, institutional effectiveness, and data-driven decision-making analyses to senior level administrators. Utilize student characteristic, experience, and survey data to conduct research in the areas of student success, financial aid, and revenues and expenditures. Revamp and build infrastructure for efficient and effective reporting and analyses by developing protocols and policies, and creating new variables that enable reporting of traditional higher education metrics. Submit accurate and timely data to federal (e.g., IPEDS), state, and external agencies/ organizations (e.g., accreditors). Manage a team with advanced research skills. Work collaboratively with key stakeholders in academic units and administrative units. Complete special projects as assigned by senior level administrators.

Lead Author for Statements of Aspirational Practice for Institutional Research [Special Project]

Association for Institutional Research

September 2014 – December 2014

Served as lead author on a project funded by a grant the Association for Institutional Research (AIR) received from the Bill & Melinda Gates Foundation to develop Statements of Aspirational Practice for Institutional Research. The project focuses on the changing landscape of higher education, data sources, and data tools, and the work reflects what matters most to future-looking institutional research offices in order to remain relevant and effective in decision support roles. The \$675,000 grant is funding three key projects to build institutional research capacity in the United States. The three projects include the National Survey of Institutional Research Offices, Statements of Aspirational Practice for Institutional Research, and an Exploration of Shared Services for Institutional Research.

Assistant to the President for Strategic Research and Analysis

Valdosta State University, Valdosta, Georgia

August 2007 – June 2011

Provide leadership and project management for institutional research, institutional effectiveness, data-driven decision-making, and financial analysis for university decisions. Conduct weekly enrollment and financial modeling forecasts with a companion implications report. Prior to execution, model and assess the impact of university-wide decisions on resources (i.e., personnel and financial), to determine the best course of action and implementation plan. Develop presentations for delivery by senior administrators, such that information can be easily understood by key stakeholders. Serve as liaison to the Southern Association for Colleges and Schools (SACS), responsible for coordinating the University's accreditation and reaffirmation process in 2010 with 100% compliance. Work collaboratively with Vice Presidents, academic units and administrative units (i.e., Information Technology, Budget Services, Admissions, etc.). Serve as the chief institutional research officer, submitting accurate and timely data to federal (i.e., IPEDS), state, and external agencies/ organizations. Manage a staff of five full-time staff and five undergraduate/graduate students. Complete special projects as assigned by the President.

Consultant
Senior Analyst

May 2007 – August 2007
August 2005 – April 2007

MGT of America, Inc., Tallahassee, Florida

Research: Conducted and directed research on topics such as higher education policy, student retention and graduation, classification and compensation, higher education funding, and student housing, for public and non-profit sector clients throughout the country; created and analyzed electronic databases; conducted focus groups with key stakeholders and interviews of senior administrators; created surveys; designed and produced tables, figures, and other summaries of data; analyzed research findings; made recommendations for improvement and increased efficiency; and created final reports for senior leadership and large audiences.

Contracts and Marketing: Lead and contributed to sourcing and negotiating contracts (personal efforts over two years include more than \$1 million in contracts - ranging from \$3,000 to \$130,000). Wrote and coordinated responses to requests for proposals (RFPs), including development of a detailed work plan for each RFP. Marketed MGT's services at national and regional professional conferences. Met and spoke with prospective clients to determine their needs and develop proposals.

Program Coordinator, Certificate in Institutional Research
Florida State University, Tallahassee, Florida

January 2004 – August 2007

Assisted in the coordination of a new certificate program in Institutional Research; developed courses and course content; recruited, enrolled, and advised students; managed finances; assisted faculty with online courses; and conducted research on institutional research and related topics.

Policy Analyst, Council for Education Policy Research and Improvement
The Florida Legislature, Tallahassee, Florida

May 2003 – June 2005

Conducted research on current topics in education; created and analyzed electronic databases; designed and produced tables, figures, and other summaries of data; analyzed research findings and assisted in the production of reports for publication; read research literature and followed state and national trends; and contributed to the development of state education policy recommendations.

Program Coordinator, Center for the Study of Values in College Student Development
Florida State University, Tallahassee, Florida

August 2001 – May 2003

Conducted research on values and ethics in higher education; coordinated the 12th and 13th Annual Institute on College Student Values at Florida State University; designed advertisements for the Center and Institute to appear in higher education publications including, *The Chronicle*, *The Presidency*, and *NASPA*; directed planning committee meetings; maintained the Institute Web site; managed financial statements; presented values research at national conferences, and assisted in special projects.

Admissions Advisor, State University of New York, College at Brockport
Brockport, New York

June 2000 – August 2001

Evaluated and reviewed applications and credentials for admission; traveled within recruitment area to meet with prospective students and participate in college fairs; organized campus open houses for more than 500 prospective students and parents; conducted interviews of admission candidates; provided campus tours, formal presentations and information sessions; coordinated and assisted with a variety of campus programs and special events for prospective students and their families; assisted the operations staff with workload at peak periods; coordinated international admissions applications; planned, developed, implemented, coordinated, and evaluated assigned programs and activities to formulate and present recommendations; and worked cooperatively and sensitively in a team environment with individuals from varying backgrounds.

PUBLICATIONS

- ◆ Powers, K. (Ed.). (forthcoming 2019). *Data strategy in colleges and universities*. NY: Routledge Publishers.
- ◆ Powers, K. & Henderson, A. E. (Eds.). (2018). *Cultivating a data culture in higher education*. NY: Routledge Publishers.
- ◆ Henderson, A. E. & Powers, K. (2018). Developing a Data Culture. In K. Powers & A. E. Henderson (Eds.). *Cultivating a data culture in higher education*. NY: Routledge Publishers.
- ◆ Powers, K. & Krist, P. (2018). Managing Complexity and Chaos. In K. Powers & A. E. Henderson (Eds.). *Cultivating a data culture in higher education*. NY: Routledge Publishers.
- ◆ Powers, K. & Henderson, A. (2018). Implementing the Data Culture. In K. Powers & A. E. Henderson (Eds.). *Cultivating a data culture in higher education*. NY: Routledge Publishers.
- ◆ Powers, K. & Schloss, P. J. (Eds.). (2017). *Organization and administration in higher education* (2nd ed.). NY: Routledge Publishers.
- ◆ Powers, K., & Henderson, A. E. (2017). Understanding the range of postsecondary institutions and programs. In K. Powers & P. J. Schloss (Eds.). *Organization and administration in higher education* (2nd ed.). NY: Routledge Publishers.
- ◆ Powers, K., & Henderson, A. E. (2017). Administrative aspects of accreditation. In K. Powers & P. J. Schloss (Eds.). *Organization and administration in higher education* (2nd ed.). NY: Routledge Publishers.
- ◆ Schloss, P. J. & Powers, K. (2017). The nature and role of budget processes. In K. Powers & P. J. Schloss (Eds.). *Organization and administration in higher education* (2nd ed.). NY: Routledge Publishers.
- ◆ Powers, K., & MacPherson, D. (2016). Leading gainful employment reporting. *New Directions for Institutional Research*.
- ◆ Powers, K. & Henderson, A. E. (Eds.). (2016). Benefit or Burden: External Reporting. *New Directions for Institutional Research*.
- ◆ Powers, K. (2016). Future of external reporting. *New Directions for Institutional Research*, 166, 101-110.
- ◆ Powers, K. (2015). Being a scholar-practitioner while pursuing an IR career. *eAIR*, available at <http://www.airweb.org/eAIR/askeair/Pages/Scholar-Practitioner-IR.aspx>
- ◆ Powers, K. (2014). Leveraging negotiating skills in the IR environment. *eAIR*, available at <http://www.airweb.org/eAIR/askeair/Pages/negotiating-skills.aspx>
- ◆ Schloss, P. J. & Cragg, K. M. (Eds.). (2013). *Organization and administration in higher education*. NY: Routledge Publishers.
- ◆ Cragg, K. M., Henderson, A. E. (2013). Understanding the range of postsecondary institutions and programs. In P. J. Schloss & K. M. Cragg (Eds.). *Organization and administration in higher education* (pp. 3-26). NY: Routledge Publishers.
- ◆ Cragg, K. M., Henderson, A. E., Fitzgerald, B. D., & Griffith, R. A. (2013). Administrative aspects of accreditation and assessment. In P. J. Schloss & K. M. Cragg (Eds.). *Organization and administration in higher education* (pp. 80-100). NY: Routledge Publishers.
- ◆ Schloss, P. J. & Cragg, K. M. (2013). The nature and role of budget processes. In P. J. Schloss & K. M. Cragg (Eds.). *Organization and administration in higher education* (pp. 101-124). NY: Routledge Publishers.
- ◆ Ma, Y. & Cragg, K. M. (2012). So close yet so far away: Early vs. late dropouts. *Journal of College Student Retention*, 15(1).

- ◆ Chen, D. & Cragg, K. M. (2012). Multilevel Modeling: Applications to Research on the Assessment of Student Learning, Engagement, and Developmental Outcomes. *New Directions in Institutional Research*, 2012(154).
- ◆ Cragg, K. M. (2009). Influencing the probability for graduation: A multi-model analysis. *Research in Higher Education*, 50, 394-413.
- ◆ Cragg, K. M. (2007). *Matching student characteristics and institutional characteristics for student success in four-year colleges and universities*. Doctoral Dissertation, Florida State University, Tallahassee, FL.

PRESENTATIONS

- ◆ Ross, L., Crisp, G., Lane, F. & Powers, K. (2018, May). *Scholarly writing: Advice from Editors*. Association for Institutional Research, Orlando, FL. [Invited]
- ◆ Powers, K. (2018, April). [*IPEDS in the Know*](#). WASC Senior Colleges and Universities Academic Resource Conference, Burlingame, CA.
- ◆ Powers, K. & Petersen, L., (2018, April). *WSCUC Graduation Rate Dashboard 101 – Workshop*. WASC Senior Colleges and Universities Academic Resource Conference, Burlingame, CA. [Invited]
- ◆ Powers, K. & Petersen, L., (2018, April). *Graduation Rate Dashboard – in the Know*. WASC Senior Colleges and Universities Academic Resource Conference, Burlingame, CA. [Invited]
- ◆ Ross, L., Powers, K., Greaney, K.C. & Tamada, M. (2017, November). [*Data-Informed Decision Cultures*](#). California Association of Institutional Research, Concord, CA. [Invited]
- ◆ Powers, K. (2017, November). *IPEDS in the Know – News, Upcoming Changes, and Helpful Resources for Data Providers and Users*. California Association of Institutional Research, Concord, CA.
- ◆ Powers, K., Wahl, K., Alexander, S., Brown, H., & Jackson, E. (2017, November). *Reenergizing Your Role – Professional Development for Seasoned Institutional Researchers*. California Association of Institutional Research, Concord, CA.
- ◆ Powers, K. & Petersen, L. (2017, November). [*WSCUC Updates for Institutional Researchers*](#). California Association of Institutional Research, Concord, CA. [Invited]
- ◆ Lewis, J., Ross, L., Powers, K., & Coughlin, M. (2017, May). *Data Informed Decision Cultures*. Association for Institutional Research, Washington, DC. [Invited]
- ◆ Powers, K. & Hernandez, H., (2017, April). *Institutional Use Cases with the WSCUC Graduation Rate Dashboard – Workshop*. WASC Senior Colleges and Universities Academic Resource Conference, San Diego, CA. [Invited]
- ◆ Powers, K., Hernandez, H., (2017, April). *WSCUC Graduation Rate Dashboard 101 – Workshop*. WASC Senior Colleges and Universities Academic Resource Conference, San Diego, CA. [Invited]
- ◆ Powers, K., Hernandez, H., Wahl, K., Rogulkin, D., Nelson, W. K., & Stanley, J. (2016, November). *Institutional Use Cases with the WSCUC Graduation Rate Dashboard – Workshop*. California Association of Institutional Research, Los Angeles, CA. [Invited]
- ◆ Lewis, J., Ross, L., Powers, K., & Rossol-Allison, P. (2016, November). *A Future for IR: AIR's Statement of Aspirational Practice*. California Association of Institutional Research, Los Angeles, CA. [Invited]
- ◆ Lewis, J., Ross, L., Powers, K., & Greaney, K. (2016, November). *A Practical Guide to the AIR Statement of Aspirational Practice for IR*. California Association of Institutional Research, Los Angeles, CA. [Invited]

- ◆ Powers, K., Carpenter-Hubin, J., Kirby, Y., Atchison, E., & Ma, Y. (2016, May). *Benefit or burden: External data reporting*. Association of Institutional Research Annual Forum, New Orleans, LA.
- ◆ Wood, R., Powers, K., Herron, W., & O'Rourke, P. (2016, May). *Defining your student veterans and assessing their outcomes*. Association of Institutional Research Annual Forum, New Orleans, LA.
- ◆ Powers, K., & Atchison, E. (2016, May). *IPEDS new keyholders*. Association of Institutional Research Annual Forum, New Orleans, LA. [Invited]
- ◆ Pryor, J. & Powers, K. (2016, May). *Effectively targeting presentations for different audiences*. Association of Institutional Research Annual Forum, New Orleans, LA. [Invited]
- ◆ Laguilles, R., Coughlin, M., Powers, K., Troutman, D., Shedd, J., Guthrie, L., & Rowen, C. (2016, May). *First-destination and other post-graduation outcomes*. Association of Institutional Research Annual Forum, New Orleans, LA.
- ◆ Hoey, J., Powers, K., & Ogden, P. (2016, April). *Accreditation planning 101: Navigating the perfect storm*. WASC Senior College and University Commission Academic Resource Conference, Orange County, CA.
- ◆ Nettles, S., Devos, L., & Powers, K. (2016, April). *A common yard stick: How should retention be measured at non-traditional institutions?* WASC Senior College and University Commission Academic Resource Conference, Orange County, CA.
- ◆ Lawrence, T., Jones, S., Nettles, S., Feikema, J., Powers, K. & Hoey, J. (2016, April). *IR function*. WASC Senior College and University Commission Academic Resource Conference, Orange County, CA.
- ◆ Powers, K., Henderson, A., Stewart, J. & Griffith, R. (2015, May). *Communicate, negotiate, and facilitate: The expanding role of IR professionals*. Association of Institutional Research Annual Forum, Denver, CO.
- ◆ Powers, K., Wood, R., Bryant, N., & Walton, B. (2015, May). *Use what you've got: Managing data demands through multi-purposing*. Association of Institutional Research Annual Forum, Denver, CO.
- ◆ Pryor, J. & Powers, K. (2015, May). *Effectively targeting presentations for different audiences*. Association of Institutional Research Annual Forum, Denver, CO.
- ◆ Powers, K., & Coughlin, M. (2015, May). *Best practices for reporting and using IPEDS data to improve office efficiencies*. Association of Institutional Research Annual Forum, Denver, CO. [Invited]
- ◆ Cragg, K. M., Hansman, E. & Henderson, A. (2014, May). *Obtaining online students' opinions: National and in-house surveys*. Association of Institutional Research Annual Forum, Orlando, CA.
- ◆ Cragg, K. M., & Ballagh, A. (2014, May). *Best practices for reporting and using IPEDS Data to improve office efficiencies*. Association of Institutional Research Annual Forum, Orlando, CA. [Invited]
- ◆ Saw, A. & Cragg, K. M. (2014, May). *Presenting the good, the bad, and the ugly: Data presentation basics and more*. Association of Institutional Research Annual Forum, Orlando, CA.
- ◆ Cragg, K. M., Hansman, E., & Pryor, J. P. (2013, November). *Examining the online student experience: Results using the YFCY-OL*. California Association of Institutional Research, Napa Valley, CA.
- ◆ Cragg, K. M. (2013, November). *IPEDS updates*. California Association of Institutional Research, Napa Valley, CA. [Invited]
- ◆ Cragg, K. M., Wood, R., & Fluharty, A. (2013, May). *Counting every student: New methods for measuring student success*. Association of Institutional Research Annual Forum, Long Beach, CA.
- ◆ Cragg, K. M., & Brown, K. (2013, May). *IPEDS benchmarking I and II*. Association of Institutional Research Annual Forum, Long Beach, CA. [Invited]
- ◆ Cragg, K. M. (2012, November). *Public faces of IPEDS*. California Association of Institutional Research, Orange County, CA. [Invited]

- ◆ Cragg, K. M., & Wood, R. (2012, November). *Getting to know your students through national benchmarking resources*. California Association of Institutional Research, Orange County, CA.
- ◆ Cragg, K. M., Fluharty, A., & Sabangan, R. (2012, June). *Efficient and effective IPEDS data Submissions with XML*. Association of Institutional Research Annual Forum, New Orleans, LA.
- ◆ Wood, R., Cragg, K. M., Kinney, S. & Snead, S. (2012, June). *You got that information from where? - The many public faces of IPEDS data*. Association of Institutional Research Annual Forum, New Orleans, LA.
- ◆ Ritchie, W., Henderson, A. E., Cragg, K. M., & Hoey, J. J. (2012, June). *How can I get people to use my data?: Decision making in higher education*. Association of Institutional Research Annual Forum, New Orleans, LA.
- ◆ Cragg, K. M., Lassila, N., Griffith, R., Czerwinski, M. & Nisay, C. (2012, June). *Strategies for effective in-house surveys: Plan, development & implementation*. Association of Institutional Research Annual Forum, New Orleans, LA.
- ◆ Bryant, N., Cragg, K. M., Fluharty, A., Henderson, A., Brandon, S., & Easterling, C. (2012, June). *Six technical efficiencies of submitting IPEDS data: 10 minutes or less*. Association of Institutional Research Annual Forum, New Orleans, LA.
- ◆ Cragg, K. M., & Coughlin, M. A. (2012, June). *IPEDS: Best practices*. Association of Institutional Research Annual Forum, New Orleans, LA. [Invited]
- ◆ Leimer, T., Hoey, J. J., Cragg, K. M., & Hoffman, J. (2012, April). *How to get the most value from Institutional Research*. Western Association of Schools and Colleges Academic Resource Conference, Costa Mesa, CA.
- ◆ Hoey, J. J., Cragg, K. M., Reilly, M., & Fluharty, A. (2011, November). *Practical best practices for Academic program review*. California Association of Institutional Research, Rohnert Park, CA.
- ◆ Cragg, K. M. (2011, July). *Creating a successful Quality Enhancement Plan*. SACS Institute on Quality Enhancement and Accreditation Annual Conference, Fort Worth, TX. [Invited]
- ◆ Cragg, K. M., Black, M. M., Griffith, R., & Bryant, N. (2011, May). *New ideas for successful accreditation: A comparison of standards from regional accrediting bodies*. Association of Institutional Research Annual Forum, Toronto, Canada.
- ◆ Cragg, K. M., Henderson, A. E., & Griffith, R. (2011, May). *Simplifying HEOA: Using a self-audit checklist to determine compliance*. Association of Institutional Research Annual Forum, Toronto, Canada.
- ◆ Cragg, K. M., & Villa, N. M. (2011, January). *ACES case study on the SAT validity: Student involvement in high school and college*. Annual Southern Regional Forum of the College Board, Atlanta, GA. [Invited.]
- ◆ Cragg, K. M., Henderson, A. E., Nettles, S. M., & Stewart, J. (2010, December). *Practical best practices: Choosing assessment methods that are "best" for your campus*. Annual Conference of the Southern Association of Colleges and Schools, Louisville, KY.
- ◆ Cragg, K. M., Griffith, R., & Black, M. M. (2010, September). *100% SACS compliance: Strategies and successes from two institutions*. Annual Conference of the Southern Association of Institutional Research, New Orleans, LA.
- ◆ Cragg, K. M., & Dizzino, G. (2010, September). *Off the shelf: Using existing data/information for the SACS/COC Compliance Report*. Annual Conference of the Southern Association of Institutional Research, New Orleans, LA.
- ◆ Pryor, J., Cragg, K. M., & Griffith, R. (2010, September). *Using the CIRP surveys with SACS: Examples from SAIR institutions*. Annual Conference of the Southern Association of Institutional Research, New Orleans, LA.

- ◆ Cragg, K. M., & Henderson, A. E. (2010, September). *Taking the "project" out of enrollment projections: Simple ways to plan effectively*. Annual Conference of the Southern Association of Institutional Research, New Orleans, LA.
- ◆ Black, M. M., Cragg, K. M., & Villa, N. M. (2010, May). *Resources well Spent?: Needs assessments, cost-benefit analyses, graduate assistantships, and strategic planning*. Association for Institutional Research Annual Forum, Chicago, IL.
- ◆ Cragg, K. M., & Ma, Y. (2010, May). *So close yet so far away: Early vs. late dropouts*. Association for Institutional Research Annual Forum, Chicago, IL.
- ◆ Cragg, K. M., Tomassi, P., Keppler, K. J., & Thompson, J.D. (2010, March). *Purpose networking and the effects on student engagement*. NASPA Annual Meeting, Chicago, IL.
- ◆ Cragg, K. M., Henderson, A. E., & Thompson, J.D. (2009, December). *Making substantive change a less substantial task with Access 2007*. Annual Conference of the Southern Association of Colleges and Schools, Atlanta, GA.
- ◆ Cragg, K. M., & Shaw, E. (2009, October). *Sharing data, tools, results, and participant experiences from the National SAT Validity Study: An institutional perspective*. Annual Southern Regional Forum of the College Board, Atlanta, GA.
- ◆ Cragg, K. M., Henderson, A. E., & Thompson, J.D. (2009, June). *Measuring student success and increasing retention rates: Students counted in and achievable institutional retention rates*. Association for Institutional Research Annual Forum, Atlanta, GA.
- ◆ Black, M. M., & Cragg, K. M. (2009, June). *Revenue forecasting and the guaranteed tuition plan: A new challenge for the institutional research practitioner*. Association for Institutional Research Annual Forum, Atlanta, GA.
- ◆ Cragg, K. M., & Peerenboom, J. (2008, December). *How much does a QEP cost?: An analysis of 2004-2007 QEPs*. Annual Conference of the Southern Association of Colleges and Schools, San Antonio, TX.
- ◆ Cragg, K. M., & Thompson, J.D. (2008, October). *Determining an achievable retention rate increase for institutional planning*. Annual Conference of the Southern Association of Institutional Research, Nashville, TN.
- ◆ Cragg, K. M., & Henderson, A. S. (2008, October). *Creating a powerful pipeline tool to inform planning for presidents, senior administrators, and the campus community*. Annual Conference of the Southern Association of Institutional Research, Nashville, TN.
- ◆ Cragg, K. M., Peerenboom, J. (2008, October). *Quality Enhancement Plan (QEP) cost comparative analysis: How much are institutions planning to spend?* Annual Conference of the Southern Association of Institutional Research, Nashville, TN.
- ◆ Neasbitt, C. J., & Cragg, K. M. (2008, October). *Mapping student arrivals and departures: Using graphical information software (GIS) to examine admission, enrollment, and retention trends*. Annual Conference of the Southern Association of Institutional Research, Nashville, TN.
- ◆ Cragg, K. M., & Keppler, K. J. (2008, June). *Success compass: Predicting and influencing student success*. National Dialog on Student Retention, Atlanta, GA. [Invited]
- ◆ Cragg, K. M. (2008, March). *Influencing the probability for graduation: A multi-model analysis*. Annual Conference of the American Education Research Association, New York City, NY.
- ◆ Cragg, K. M. (2007, June). *Matching student characteristics and institutional characteristics for student success in four-year colleges and universities*. Association for Institutional Research Annual Forum, Kansas City, MO. [Invited]
- ◆ Goodwin, K. M. (2005, April). *Undergraduate student success: Perils and promises*. Invited Keynote Speaker at SUNY Brockport, Delta College World Conference. [Invited]

- ◆ Goodwin, K. M., Dalton, J. Chen, P., & McClinton, M. (2003, March). *A survey of character development practices at colleges and universities*. NASPA: Student Affairs Administrators in Higher Education, St. Louis, MO.
- ◆ Goodwin, K. M., Dalton, J. Chen, P., & McClinton, M. (2002, October). *Disseminating institutional core values through the World Wide Web: A case study of Illinois Community College Core Values Initiatives*. NASPA Region III: Student Affairs Administrators in Higher Education, Gainesville, FL.
- ◆ Dalton, J., Goodwin, K. M., Chen, P., & McClinton, M. (2002, July). *Communicating core values in college websites*. Illinois Community College Core Values Initiatives Institute, Chicago, IL. [Invited]

TEACHING EXPERIENCE

***Associate Faculty, College of Education
Ashford University, San Diego, California***

October 2017 – December 2018

Serve as an instructor for the College of Education teaching a variety of courses in the College of Education.

***Course Developer and Instructor, College of Education
Northcentral University, Scottsdale, Arizona***

September 2015 – June 2016

Developed institutional research and data analysis courses (on an as-needed basis) and serve as an instructor for the College of Education by teaching Literature Review.

***Course Developer and Instructor, Department of Educational Foundations and Policy Studies
Florida State University, Tallahassee, Florida***

May 2007 – August 2012

Serve as an instructor for the Certificate in Institutional Research by developing courses, and course content, for Introduction to Institutional Research, Data-Driven Decision-Making for Institutional Researchers, Public Policy in Higher Education, Outcomes of Undergraduate Education, and Student Success. Courses are delivered completely on-line (on an as-needed basis).

***Course Developer and Instructor, Department of Curriculum, Leadership, and Technology
Valdosta State University, Valdosta, Georgia***

August 2008 – June 2011

Serve as an instructor for the Higher Education track by teaching Finance in Higher Education, offered as a hybrid and online course (on an as-needed basis).

***Instructor, Department of Educational Foundations and Policy Studies
Florida State University, Tallahassee, Florida***

January 2002 – December 2003

Instructed and taught courses designed for undergraduate students considering teaching as a profession; piloted service-learning project with FSU Schools; developed weekly materials to assist students in learning the assigned content; integrated Blackboard course management software into weekly assignments, mentored students and new instructors; actively participated in professional organizations; and maintained an awareness of current developments in education through journals and newspapers.

COURSES TAUGHT (*indicates Graduate level, + indicates online course)

- ◆ Data Analysis for Institutional Researchers*+
- ◆ Data-Driven Decision-Making for Institutional Researchers*+
- ◆ Educational Research*+
- ◆ Finance of Higher Education*+
- ◆ Introduction to Education
- ◆ Introduction to Institutional Research*+
- ◆ Literature Review*+
- ◆ Outcomes of Undergraduate Education*+
- ◆ Public Policy in Higher Education*
- ◆ Student Success*+
- ◆ Schooling in America

SERVICE TO THE UNIVERSITY (Selected)

- ◆ Gainful Employment Committee (Lead, 2014 – 2017)
- ◆ Retention and Graduation Committee (Member, 2012 – 2017)
- ◆ President’s Leadership Committee (Member, 2011 – 2012)
- ◆ Strategic Planning Committee (Secretary, 2010 – 2011)
- ◆ Search Committee for Provost and Vice President for Academic Affairs (Secretary, 2009 – 2010)
- ◆ Search Committee for the University Physician (Chair, 2009)
- ◆ Policy on Policies Committee (Chair, 2008 – 2009)
- ◆ Planning and Budget Council (Active Member)
- ◆ Student Success Enhancement Team (Active Member)
- ◆ Institutional Planning Committee (Active Member)
- ◆ International Student Committee (Chair, 2000 – 2001)

PROFESSIONAL ASSOCIATION MEMBERSHIPS AND LEADERSHIP

- ◆ Association for Institutional Research (AIR) – Program Proposal Reviewer (2009 – Present), Assessment Track Chair (2010), Professional Development Committee Member (2010 – 2011), Grant Reviewer (2010, 2015 - 2018), Member (2003 – Present).
- ◆ California Association of Institutional Research (CAIR) – Past President (2017), President (2016), Vice President (2015), Board Member (2014 – 2017), Attendee (2011 – Present).
- ◆ IPEDS Trainer Advisory Board Member (2011- Present)
- ◆ Florida State University, Certificate in Institutional Research – Advisory Board Member (2007 – 2012)
- ◆ Southern Association of Colleges and Schools (SACS) – On-site committee visit reviewer (2010 – 2011)
- ◆ Southern Association of Institutional Research (SAIR) Member (2007 – 2011)
- ◆ University System of Georgia Administrative Committee on Institutional Research and Planning Member (2007 – 2011)
- ◆ WASC Senior College and University Commission Member (WSCUC) (2011 – Present)

OTHER TRAININGS AND NOTABLES

- ◆ IPEDS Trainer for the National Center for Education Statistics and the Association for Institutional Research, 2009 – Present.
- ◆ Six Sigma Black Belt, Southern Polytechnic State University/Institute of Industrial Engineers, 2008 (Project: Improving Student Success).
- ◆ Summer Data Policy Institute, National Center for Education Statistics and the Association for Institutional Research, 2004.