

# CURRICULUM VITAE

## Arlene Santos-George, Ph.D.

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### PROFILE AND VISION

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Highly motivated, resourceful, innovative, and results-oriented educational administrator dedicated to helping an educational organization achieve its strategic goal of adult education student learning and success, and the performance targets in the adult education program. Able to achieve these goals by: 1) providing effective leadership and management; 2) providing integrated academic and student support systems; 3) continually planning to improve programs and services through data, analysis, research, and assessment; 4) building consensus and teamwork from faculty and staff towards shared goals; and 5) implementing efficient technology and processes to help students and faculty succeed.

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### CORE QUALIFICATIONS

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Progressive experience at a large community college with expertise in:

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| ✓ Adult education (ABE/GED/ESL) administration and grant management | ✓ Faculty assignments, engagement and development per union contracts |
| ✓ Academic affairs supervision and operations                       | ✓ Teaching and mentoring  |
| ✓ Administration of strategic planning, research, and assessment    | ✓ Student advocacy  |
| ✓ Academic and student support program design and evaluation        | ✓ Budgeting and procurement   |
| ✓ Database and business analytics management                        | ✓ Team building and collaboration                                     |
| ✓ Academic and class scheduling                                     | ✓ Developing policy and procedures                                    |
|   | ✓ Computer skills for PC, Peoplesoft, and other enterprise systems    |
|   | ✓ Conflict management   |
|   | ✓ Facilities planning   |

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### ACCOMPLISHMENTS

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- Provided the leadership in the Adult Basic Education, GED & ESL Division to achieve ICCB's performance target as required by the grant, and consequently, removed the program from the probationary list.
- Improved program services to ABE/GED/ESL students and faculty through an efficient and outcomes-oriented reorganization.
- Led the development of a Strategic Plan for Adult Basic Education, GED & ESL for FY15-18 to identify strategic goals and action projects.
- Maximized funding for the Adult Basic Education, GED & ESL program from grant and college sources by managing the allocation of resources to instruction and operations.
- Initiated the review of the adult education curriculum and identified course changes.

- Initiated efforts to improve data and academic operations in adult education, particularly the accuracy and integration of the different student databases.
- Led the planning and hosting of the Adult Education Student Success Fairs to encourage students to transition to college transfer and career programs.
- Coordinated with career and vocational training programs to build and implement Bridge and other transition programs in line with WIOA objectives for adult education.
- Engendered a culture of collaboration, engagement, and accountability among Adult Education faculty and staff.
- Implemented innovative technology such as S25, the automated process for assigning rooms to classes, and the RAVE class cancellation system for the entire college.
- Co-chaired the AQIP project, Foundations of Excellence, which propelled CLC to develop programs for the first year experience of college students.
- Participated in the AQIP leadership team to remove barriers to completion of students, identify an early alert and case management system for student success, and to plan the pilot implementation of the Student Success Plan (SSP).
- Led the Voluntary Framework of Accountability national pilot project at CLC which aims to help community colleges improve their graduation and transfer rates.
- Worked with a cross-functional team to implement and monitor Title V Developing Hispanic Serving Institution initiatives.
- Managed the project development and implementation of CLC's first data warehouse and its business intelligence tools (e.g., research intelligence, executive dashboard, and student engagement) to track our performance in meeting goals related to teaching and learning.
- Directed the ACT Student Opinion Survey and the Community College Survey of Student Engagement (CCSSE). Results prompted the restructuring of counseling and advising services.
- Led a CLC cross-functional team to plan and host its first Mind Trekkers STEM Festival for middle and high school students.
- Participated in the leadership teams for the planning of the Science building and the Lakeshore campus expansion projects.

## **EDUCATION**

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### **Ph.D. in Educational Administration and Foundations**

2012 Illinois State University  
GPA 4.0

### **M.S. Agricultural & Resource Economics**

1990 University of Hawaii at Manoa  
GPA was 3.6

### **B.A. Economics**

1981 University of the Philippines  
GPA was 3.0

## **PROFESSIONAL EXPERIENCE: ADULT EDUCATION**

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### **Dean, Adult Basic Education, GED & ESL Division**

***April 2016 - Current***

### **Interim Dean, Adult Basic Education, GED & ESL Division**

***September 2014 – April 2016***

***College of Lake County, Grayslake, Illinois***

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- Responsible for the overall administration of the Adult Basic Education, GED, English as a Second Language, Citizenship, Bridge and transition programs, and English Language Civics at the campus and off-campus locations.
- Provides the administration and management of these programs to ensure alignment with the college's mission, strategic goals, policies and procedures, and budget priorities.
- Monitors the program's performance metrics and uses data analytics for decision-making and implementing actions to improve performance.
- Oversees the staff managers responsible for intake, enrollment, testing, academic support, transition services, student support services, academic scheduling/operations, database maintenance, record-keeping, and reporting.
- Oversees the development of the class schedule and faculty assignments by working with department chairs and academic scheduling staff while conforming to the college's scheduling policies and the union contracts.
- Secures federal/state grants from the Illinois Community College Board (ICCB) and administers the grant to ensure compliance with the its fiscal, instructional, operational, and reporting requirements.
- Prepares, administers, and monitors the budget comprised of college funds and federal/state grants.
- Leads the development of the strategic goals and action projects/tasks for the program and monitors their outcomes.
- Provides direction to program initiatives that support student success in completing their NRS levels and in transitioning to a career program, Associate degree program, or the workplace.
- Monitors enrollment and directs staff for recruitment and marketing strategies.
- Provides resolution to student, staff, and faculty issues as per college policies and union contracts.
- Participates in the Area Planning Council (APC) for District 532 as required by the ICCB grant and jointly plans for conferences and activities that support transition.
- Uses data, analysis, and research for continuous improvement in the delivery of instruction and services to students and faculty.
- Represents the ABE/GED/ESL program to the college, ICCB and its regional groups, APC, Lake County Workforce Investment Board, and the community.
- Facilitates the professional development opportunities for faculty and staff.
- Directs and approves the hiring of adult education faculty, managers, and staff.
- Oversees the maintenance of necessary records as required by federal and state grants.
- Works with faculty to ensure curriculum is current with state requirements and student needs.

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**ESL/Cultural Orientation Team Instructor**

*January 1985 – July 1986*

*International Catholic Migration Commission*

*United Nations Refugee Camp, Bataan, Philippines*

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- Taught ESL/Cultural Orientation to Vietnamese, Laotian, and Cambodian refugees with different ESL levels.
- Created instructional materials for use by the team.
- Conducted training on new instructional materials.

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**PROFESSIONAL EXPERIENCE: HIGHER EDUCATION**

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**Assistant Director for Educational Affairs**

*October 2011 – August 2014*

*Office of Educational Affairs*

*College of Lake County, Grayslake, Illinois*

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- Provided direct support to the Assistant Vice President and the Provost for Educational and Student Affairs in the areas of academic planning, academic offerings and class scheduling, academic student support, learning resources, faculty development, human resources, policies, procedures, Board of Trustees, instructional and other technology, budgeting and procurement, and space planning and utilization.
- Coordinated the Provost Council (formerly known as the Educational Affairs Council) comprised of academic and student development administrators, to ensure delivery of educational programs and student support services and to discuss/resolve policies, procedures, and issues that affect the academic and student development areas.
- Allocated space, equipment, furniture and other funding resources for instructional and academic support usage.
- Directed the institutional process for class schedule development each term and oversaw the allocation of instructional space to classes of divisions by using R25, S25, and X25.
- Managed the joint agreement and chargeback processes, including the annual approval of programs by the Board.
- Resolved faculty and student issues as requested by the Provost.
- Coordinated Board-related items such as faculty tenure, department chair release hours, faculty co-curricular assignments, course fees, and faculty position justifications.
- Updated the faculty evaluation schedule for each academic division.
- Wrote Board weekly updates, reports, and other communication as requested by the Provost.
- Reviewed and recommended faculty professional development requests for Provost approval.
- Approved procurement requests with budget limits and temporary staff requisitions.
- Reviewed for Provost approval the changes in salary for faculty and other staff from all the academic divisions.

- Represented Educational Affairs on facilities-related projects such as remodeling, new building planning, and analysis of space utilization.
- Identified research objectives of Educational Affairs to track student success in the transfer and career areas and works with the Institutional Research office to create a dashboard for CLC executives.
- Oversaw the staff maintenance of the Faculty Resource Page and ensured the timely updates of documents.
- Prepared the Final Exam schedule for each semester.

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**Temporary Assistant Vice-President & Concurrent Data Research Manager**

*September 2007 - March 2010*

*Institutional Effectiveness, Planning, and Research*

*College of Lake County, Grayslake, Illinois*

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- Provided leadership to the college's institutional strategic planning, research, analysis, assessment, and AQIP accreditation activities.
- Worked with Executive Staff, administrators, faculty, and staff on institution-wide policy issues (e.g., retention, student success, and enrollment management) and on institutional projects (e.g., AQIP and Foundations of Excellence).
- Provided leadership in developing and maintaining a data warehouse and its business intelligence or analytical tools (e.g., OLAP cubes and dashboard) for decision-making.
- Directed college staff and resources for the timely and accurate submission of federal and state reports.
- Led the institution in assessment of the overall college (e.g., testing and placement, department review, CCSSE, ACT student satisfaction, and National Community College Benchmark Project) and student learning (e.g., student ratings of instruction, course attrition, instructional strategies, common syllabus).
- Led the annual strategic planning and monitoring of goals and objectives and integrated this plan with the budgeting process and new initiatives.
- Provided leadership in developing and administering student, faculty, employee, and community surveys.
- Provided demographic and economic data/analysis to the President and Vice-Presidents.
- Worked closely with Public Relations and Recruitment and the deans of the other campuses to monitor enrollment growth.
- Directed the update of the AQIP Systems Portfolio. Supervised the Quality Assessment Manager responsible for accreditation and coordination with Higher Learning Commission.
- Directed and supervised the Institutional Effectiveness, Planning and Research (IEPR) department staff and interns in the production of accurate data, research, and reports using appropriate research and statistical methods.
- Ensured that the college is maximizing apportionment revenues from the state by monitoring mid-term enrollment reports and enrollment during registration.
- Developed the annual budget for IEPR department.
- Chaired the Institutional Review Board.

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**Data Research Manager**

***September 2006 - September 2011***

***Institutional Effectiveness, Planning, and Research***

***College of Lake County, Grayslake, Illinois***

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- Coordinated with Information Technology Services and other departments in preparing and submitting state, federal, and Higher Learning Commission required reports.
- Developed automated processes (SPSS syntax, excel VBA, SQRs, SQLs) to generate enrollment, graduation, retention, revenue-cost, and other regular reports.
- Directed the development and maintenance of the data warehouse and its business analytics tools.
- Supervised IEPR staff for their research projects by identifying data sources, using SPSS, determining quantitative and qualitative research methods, and editing their research reports.
- Coordinated the annual national student surveys, such as the Community College Survey of Student Engagement, the Noel Levitz Student Satisfaction Survey, and the ACT Student Opinion Survey.
- Provided accurate and timely data and reports to Executive Staff, administrators, faculty, and staff for sound decision-making, accreditation, and policy determination.
- Managed assessment and evaluation projects, such as department revenue-cost analysis, faculty evaluation, student tracking system, graduate follow-up study, National Community College Benchmark project, strategic goals' performance metrics, course placement, student/employee satisfaction, and program review.
- Worked with Public Relations and the Enrollment Management Commission in targeted student groups for marketing, enrollment management, and survey sampling purposes.
- Reviewed and recommended for approval to the Assistant Vice-President the student, faculty, employees, and community surveys. Served in the Institutional Review Board of the college.
- Coordinated with academic Deans and the Vice-President of Administrative Affairs to prepare the annual Enrollment Projections and the Enrollment Efficiency and Cost Analysis report for budgeting, program evaluation, and revenue-cost analysis.
- Provided occupational projections and institutional data to deans, faculty, and Educational Affairs office for their program planning.
- Prepared the Resource Allocation Management Project (RAMP) proposal to request state funding for planned capital expenditure projects of the college. Participated in the Facilities Master Planning Committee to provide appropriate survey and research studies.

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**Research Coordinator**

***March 2001 - August 2006***

***Institutional Effectiveness, Planning, and Research***

***College of Lake County, Grayslake, Illinois***

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- Worked with Information Technology Services to develop or enhance PeopleSoft Structured Query Reporter (SQRs) to extract data for the research warehouse.

- Coordinated with Information Technology Services and other departments in preparing and submitting state, federal, and Higher Learning Commission required reports.
- Used SPSS to merge and create new files and conduct statistical analyses of data.
- Directed on-going data management and research projects, including the student tracking system, the Illinois Shared Database, and the occupational follow-up study, IPEDS reporting, EECA reports and daily enrollment reports.
- Analyzed data and interpreted research findings using descriptive and multivariate statistics. Wrote reports that summarize findings and implications of research projects for internal and/or external constituencies.
- Provided supervision to other IEPR staff in accessing PeopleSoft databases to validate data and using SQL queries to provide data upon request.
- Created and maintained a Geographic Information System database.
- Participated in research, evaluation, and planning activities under the direction of the Assistant Vice President of Institutional Effectiveness, Planning and Research.
- Performed other duties as assigned by the Assistant Vice President of Institutional Effectiveness, Planning and Research.

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**Adjunct Faculty**

*Spring 2010 – Current*

*Economics Department, Social Sciences Division*

*College of Lake County, Grayslake, Illinois*

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**PROFESSIONAL EXPERIENCE: ECONOMIC RESEARCH**

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**Economist**

*September 1997 – August 1998*

*King County Dept. of Natural Resources*

*Seattle, Washington*

- Prepared long-run econometric forecast of solid waste disposal, recycling, and generation (total and per capita) for comprehensive long-term management plan.
- Prepared short-run forecast of solid waste disposal for budgeting and fiscal analyses.
- Conducted economic analysis of solid waste disposal and recycling issues.
- Managed Waste Monitoring survey project including contract management, survey design and methodologies, RFP preparation, hiring of consultant, and budgeting/invoicing.
- Managed database on King County monthly and annual waste disposal and recycling.

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**Senior Economist & Concurrent Legislative Coordinator for Research**

*December 1991 – August 1997*

*Hawaii Dept. of Business, Economic Dev't and Tourism*

*Honolulu, Hawaii*

- Supervised the Junior Economist and Research Interns in conducting research projects.

- Provided data, research, and analysis for the department's strategic plan to target industries.
- Conducted industry analyses of strategic plan's targeted industries and existing regulated and non-regulated industries.
- Analyzed data on county, state, and national economic indicators (e.g., Gross Domestic Product, Consumer Price Index, Investments, Unemployment Rate, Personal Income, Average Annual Wages, Employment, International trade). Prepared articles for quarterly economic reports and research publications.
- Conducted cost and benefit analysis of proposed or existing economic development programs to recommend appropriate government policy.
- Used existing economic and econometric models (e.g., input-output tables, Gross State Product, and long-range and short range state economic projection model) for analysis.
- Conducted policy and economic analysis of different economic and fiscal issues (e.g., international trade, foreign investment, rural development, federal tax proposals).
- Led the Research and Economic Analysis Division in responding to state legislative bills. Drafted bills and resolutions. Conducted research for legislative bills. Provided testimony to state legislative hearings.
- Participated in various department and inter-department task forces on economic development initiatives.

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**Research Associate**

***August 1990 – December 1991***

***Community Resources Inc.***

***Honolulu, Hawaii***

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- Prepared economic, fiscal, and agricultural impact analyses of proposed private and public development projects. The analyses were part of Environmental Impact Statements.
  - Developed forecasting models to estimate jobs, revenues, income, fiscal costs and revenues, and agricultural land supply/demand.
  - Conducted analysis of demographic and economic conditions at the County and Census Tract levels.

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**RESEARCH PAPERS, PUBLICATIONS, AND PRESENTATIONS**

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2012. An Empirical Test of Tinto's Integration Framework for Community Colleges Using Structural Equation Modeling. A Dissertation Submitted for the Illinois State University Ph.D. Requirements in Educational Administration Foundations.

2011. Developmental Students: Profile and Outcomes. Research paper presentation at the College of Lake County Fall 2011 Staff Development Week.

2010. Math Repeaters: How Many Times and Are They Successful? Paper presented to the Illinois Association of Institutional Researchers Annual Conference. Normal, Illinois Nov. 5, 2010.

2010. IAIR Best Paper--Going Green: Identifying, Projecting, and Planning for Green Jobs in the New Economy. Paper presented to the Association of Institutional Researchers Annual Forum. Chicago, Illinois. May 2010.

2010. Language Proficiency: A Comparison of Outcomes by Method of Placement. Prepared for the CLC College Prep Council.

2010. Math Repeat Analysis: FY08-FY10. Prepared for the CLC Math Department.

2010. Students with Language Proficiency of 30 Plus Credit Hours. Prepared for the CLC College Prep Council.

2010. An Analysis of Art Success Rates, By Language Proficiency. Prepared for the CLC Art Department and the Curriculum Commission.

2010. Math 141: An Analysis of Outcomes, By Prerequisite Groups. Prepared for the CLC Math Department.

2009. IAIR Best Paper-- Going Green: Identifying, Projecting, and Planning for Green Jobs in the New Economy. Paper presented to the Illinois Association of Institutional Researchers Annual Conference. Rend Lake, Illinois Nov.6, 2009.

2009. Students Who Scored 70 or Higher in CELSA: Tracking Study. Prepared for the CLC College Prep Council.

2009. Students Who Report that English is not their First Language: Tracking Study. Prepared for the CLC College Prep Council.

2009. College of Lake County Environmental Scan. Prepared for the CLC Strategic Planning Group and the Enrollment Management Commission.

2009. The Impact of Counseling Services on Students with Poor Academic Standing. Prepared for the CLC Counseling, Retention, and Transfer Center.

2009. GEO/ESC 120: An Analysis of Existing and Proposed Prerequisites. Prepared for the CLC Earth Sciences Department.

2008. Foundations of Excellence: Going Beyond the Delivered Reports. Paper presented to the Illinois Association of Institutional Researchers Annual Conference. St. Charles, Illinois Nov.6, 2008.

2008. Automating Enrollment Reports. Paper presented to the Illinois Association of Institutional Researchers Annual Conference. St. Charles, Illinois Nov.6, 2008.

2008. College of Lake County Market and Demand Analysis. Prepared for the College of Lake County Board of Trustees.

2008. Foundations of Excellence: New Student Survey Open Ended Questions Results. Prepared for the Foundations of Excellence Task Force. College of Lake County.

2007. Foundations of Excellence: New Student Survey Results. Prepared for the Foundations of Excellence Task Force. College of Lake County.

2007. Foundations of Excellence: Faculty and Staff Survey Results. Prepared for the Foundations of Excellence Task Force. College of Lake County

2006. An Assessment of the Placement Criteria and Process for English 108. Prepared for the AQIP Team College of Lake County.

2006. Section Efficiency and Unmet Demand Analysis. Prepared for the President of the College of Lake County.

2006. Selected ESL Tracking FY2002-2006. Prepared for the ESL Department College of Lake County.

2006. Analysis of Nursing NLN and HOBET Test Scores. Prepared for the Dean of Biological & Health Sciences Division College of Lake County.

2005. An Analysis of Results of the Common Final Exam Communications 101, Fall2005. Prepared for the Communications Department College of Lake County.

2005. An Analysis of the Community College Student Engagement Survey. Research Brief. College of Lake County.

2005. Fall 1999 Cohort: Student Tracking and Persistence Analysis. Prepared for the College of Lake County.

2004. Fall 1998 Cohort: Student Tracking and Persistence Analysis. Prepared for the College of Lake County.

2001-2011. Various issues. Enrollment Projections. Prepared for the College of Lake County.

2001-2011. Various issues. Enrollment Trends. Prepared for the College of Lake County.

2001-2011. Various issues. Non-Credit Enrollment. Prepared for the College of Lake County.

2001-2011. Enrollment Efficiency and Cost Analysis Report. Prepared for the College of Lake County.

2001. 2000 Census: Implications for Higher Education in Lake County. *The Scanner, fall edition*. Grayslake: College of Lake County.

2000. Working Paper: The Unit Cost Model of the Universal Financing for Early Childhood Care and Education. Prepared for the Human Services Policy Center, University of Washington.

1998. Working Paper: King County Waste Disposal, Recycling, and Generation. Prepared as part of the Comprehensive Waste Management Plan for King County.

1997. *The Economic Impacts of Shipboard Casinos and Pari-mutuel Horse Racing in Hawaii*. Submitted to the Hawaii State Legislature. Honolulu: Department of Business, Economic Development & Tourism.

1997. Final Report of the Marketing Committee of the Hawaii Governor's Maritime Policy Advisory Task Force. Honolulu: Hawaii Department of Transportation. Prepared for the Hawaii State Legislature.

1997. Revitalizing Rural Communities: The Role of Government in Sustainable Development, *Proceedings of the 10th Annual Pacific Islands Seminar: Government's Role in Sustainable Development*. Tokyo: Association for Cultural Transcommunication.

1996. *The Feasibility of a Pacific Island Business Development Plan*. Submitted to the Hawaii State Legislature. Honolulu: Department of Business, Economic Development & Tourism.

1996. Hawaii's Regulated Motor Carrier Industry: Is there A Need for Reforms? *Hawaii Perspectives Discussion Paper* Series No.1. Honolulu: Department of Business, Economic Development & Tourism.

1996. Motor Carrier Deregulation, *Hawaii's Economy*, First Quarter. Honolulu: Department of Business, Economic Development & Tourism.

1995. Hawaii and the Asia-Pacific Region, *Hawaii's Economy*, Second Quarter. Honolulu: Department of Business, Economic Development & Tourism.

1995. NAFTA: Implications for Hawaii, *Hawaii's Economy*, Third Quarter. Honolulu: Department of Business, Economic Development & Tourism.

1994. *Profile of Rural Hawaii: A Look at Demographic and Socio-economic Trends*. Honolulu: Department of Business, Economic Development & Tourism.

1991. Urban Conversion of Hawaii's Agricultural Lands, 1975-1989, *Journal for Hawaiian and Pacific Agriculture*, vol. 3.

1991. Socio-economic Impacts of Lihilani Recreational Community. Community Resources, Inc.

1991. Socio-economic Impacts of Proposed Sales of Hamakua Sugar Company Lands. Honolulu: Community Resources, Inc.

1990. Socio-economic Impacts of Lualualei Golf Course. Honolulu: Community Resources, Inc.

1990. Scarcity and Growth: A Look into Contemporary Times. Paper presented to the 1990 Annual University of Hawaii College of Tropical Agriculture and Human Resources Symposium

## **PROFESSIONAL MEMBERSHIP AND COLLEGE ACTIVITIES**

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### **Professional Memberships and Activities**

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2014-Current. Vice-Chair, District 532 Area Planning Council.

2015-Current. Member, National Career Pathways Network.

2013-Current. Member, Association of Asian American Professionals.

2008-2012. Regional Director, National Community College Council for Research and Planning.

2010-2012. Chair, Membership Committee, Illinois Association of Institutional Researchers.

2001-2012. Member, Association of Institutional Research.

2001-2012. Member, Illinois Association of Institutional Research.

2007. Member, Advisory Board, Economic Impact Study commissioned by Illinois Community College Board.

2007. Member, Illinois Community College Survey of Student Engagement Consortium.

2005-2006. Co-Chair. Steering Committee, Northern Illinois Community Colleges Geographic Information System Consortium.

1992-1997. Member, Hawaii Economic Association.

1997. Chairperson, Hawaii Chapter University of the Philippines Alumni Association.

1996. Vice-Chair, Hawaii Chapter University of the Philippines Alumni Association.

1990. Member, Gamma Sigma Delta Honor Society.

### **College of Lake County Activities**

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2016-Current. Chair, Non-traditional Student Outreach and Success Committee.

2016-Current. Member, Governance Coordinating Council's Screening Committee.

2014-Current. Member, College Prep Council.

2013-Current. Co-chair, Lakeshore Campus Master Plan Academic Programming Committee.

2009-Current. Member, Enrollment Management Commission.

2012-2013. Chair, Science, Technology, Engineering & Math Festival Planning Committee.

2012-2013. Member, AQIP Barriers to Completion Team.

2011-2013. Administrator/Professional Group Representative, Governance Coordinating Council.

2009. Chair, Environmental Scan Committee.

2009. Member, Retention Committee.

2009. Member, PeopleSoft Upgrade Team. Awarded for Staff Outstanding Achievement and Recognition Awards.

2006-2007. Co-Chair, Foundation of Excellence for Freshmen Students Leadership Team.

2005. Chairperson, Specialist Senate Fundraising and Charity Committee.

2005-2007. Member, Diversity Committee.

2004-2010 Club Advisor, Asian Student Alliance College of Lake County. Voted Advisor of the Year 2005 by CLC.

2004-2006. Member, Leadership team, Academic Quality Improvement Program.

2004-2006. Member, General Education Assessment AQIP Project Team.

2004. Chairperson, Specialist Senate College of Lake County.

2003. Vice-chairperson, Specialist Senate College of Lake County.

2003. Chairperson, Salaries and Benefits Committee Specialist Senate.

## **SKILLS**

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### **Leadership**

- Administrative, supervisory, and management skills
- Team and consensus building
- Continuous improvement
- Communication strategies
- Organizational and planning skills
- Budget prioritization
- Conflict resolution

### **Computer**

- PC: MSOffice Suite for Windows (MSWord, Excel, Access, Power Point), Econometric Views for Windows, SPSS, SAS, MSProjects, MSOutlook, ARC View, Visio, Dreamweaver, and Web literate.
- Enterprise Resource Planning systems (ERPs): PeopleSoft relational database, Resource 25 relational database, DAISI.
- Data warehouses (SQL based).
- Business analytic tools (dashboards, OLAP Cubes).
- Programming literate (SPSS, SQR, VBA, SQL).

**Analytical**

- Trend Analysis, Regression, and Forecasting
- Descriptive and Inferential Statistical Analyses
- Structural Equation Modeling
- Qualitative Analysis
- Economic and Fiscal Impact Analysis using Input-Output models
- Revenue-Cost Analysis
- Simulation Models
  
- Survey Design and Methodology
- Industry Analysis

**Writing**

- Research reports and publications
- Editing
- General communication

**REFERENCES**

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- Available upon request.