

ANDREW LEE LUNA

Vita

Educational Background

Ph.D., Administration of Higher Education, The University of Alabama, Tuscaloosa, Alabama, December 1993

M.A., Journalism, The University of Alabama, Tuscaloosa, Alabama, August 1993

M.A., Administration of Higher Education, The University of Alabama, Tuscaloosa, Alabama, May 1989

B.A., Journalism, The University of Alabama, Tuscaloosa, Alabama, May 1984

Other Training

Certified Records Management Professional, University of Georgia, 2005

Econometric and Time Series Forecasting, SAS Workshop, Atlanta, Georgia, 2001

Access and Excel for Windows Workshops, University of Louisville, 1998

Total Quality Management Workshop, The University of Alabama, 1993

DBII Database Workshop, IBM, 1992

Multi-Media Workshop, IBM, 1991

Work Experience

Director, Office of Institutional Research, Planning, and Assessment, University of North Alabama, 2007 to present

- Responsible for the operations of an office of four professional staff serving the decision support, resource planning, and policy analysis needs of the University's senior executive officers, including the President, Provost, Vice Presidents, Deans, and Trustees
- Direct mechanisms for institutional reporting, provide analytic analyses, and collaborate on campus-wide efforts for management and information

- Responsible for the development of a comprehensive institutional effectiveness model for academic, educational support, and administrative areas which was favorably approved during the institution's recent SACSCOC reaffirmation process
- Created and maintained a comprehensive General Education/Core Competency assessment system that was favorably approved during the institution's recent SACSCOC reaffirmation process
- Created an electronic Annual Planning and Assessment Reporting system that coordinates all Assessment activities on campus and provides detailed and summary reports of assessment results. This planning system was favorably approved during the institution's recent SACSCOC reaffirmation process
- Supervise and conduct research projects designed to assist institutional planning and data dissemination, including short-term special studies, longitudinal studies, and routine reporting to the university in support of planning, evaluation, and management
- Coordinate on-going and timely data collection used for statistical analysis in support of the executive decision support system of the University
- Coordinates all university market research activities and provides detailed and summary reports of results
- Oversee the response to external and internal requests for information, data, surveys, and other research needs
- Provides analytical expertise and support for the strategic-planning process
- Serve on institutional-wide and system-wide committees at the pleasure of the President
- Maintain a budget of over \$450,000 for the department

Director, The Department of Institutional Research and Planning, University of West Georgia, 1999 to 2007

- Report directly to the President
- Member and advisor to the President's Advisory Committee on strategic planning; institutional effectiveness; and institutional compliance with Federal regulations, state law, and policy of the University System of Georgia
- Support the Vice President for Academic Affairs in academic program review and institutional effectiveness
- Support the Vice Presidents for Student Services, Business and Finance, and University Advancement in educational support/administrative departmental review and institutional effectiveness
- Support all Vice Presidents, Deans, and Department Chairs in data analysis and planning
- Oversee a staff of four in the coordination of institutional research, planning, policy analysis, and records management

- Responsible for all institutional research, planning, and policy analysis, as well as records management functions
- Responsible for the development of a comprehensive institutional effectiveness model for academic, educational support, and administrative areas
- Serve as the Custodian of Public Records and the records management officer of the University; coordinate records retention and destruction policies; respond to document requests propounded pursuant to the Georgia Open Records Act and by subpoena
- Supervise and conduct research projects designed to assist institutional planning and data dissemination, including short-term special studies, longitudinal studies, and routine reporting to the university in support of planning, evaluation, and management
- Design, implement, and maintain continuous institutional studies to provide a steady flow of updated and accurate information in support of the institutional planning and assessment process
- Responsible for conducting institutional evaluation studies such as faculty salary equity studies and salary compression studies
- Coordinate on-going and timely data collection used for statistical analysis in support of the executive decision support system of the University
- Oversee the response to external and internal requests for information, data, surveys, and other research needs
- Coordinate the production of the *Fact Book*, *Just the Facts*, and *Annual Report of Institutional Progress* of the University
- Supervise the creation of a comprehensive SACS web-site as well as the re-design of the department's existing web-site
- Responsible for accountability and benchmark reporting to the Board of Regents and the Georgia State Office of Educational Accountability
- Serve on institutional-wide and system-wide committees at the pleasure of the President
- Maintain a budget of over \$250,000 for the department

Research Analyst III, The Office of Planning and Budget, University of Louisville, 1997 to 1999

- Collected and analyzed data for institutional assessment, strategic planning, and enrollment management
- Compiled and reported data on student retention and graduation rates
- Conducted peer comparison, benchmark, and longitudinal studies
- Analyzed multivariate parametric and nonparametric statistical information
- Supported the Provost in the areas of planning and institutional research
- Generated administrative reports on faculty teaching loads, salary equity studies, student assessment, tuition, and other institutional needs using SAS programming

- Conducted institutional studies and research to support planning, budgeting, and space allocation needs
- Responded to external and internal requests for information, data, surveys, and other research needs
- Conducted enrollment projections for undergraduate, graduate, and professional programs
- Assisted with accountability reporting and performance funding requirements
- Compiled the Common Data Set of the University which was used to complete internal and external surveys and data requests
- Planned, compiled, and coordinated printing of the *Fact Book* and *Just the Facts*

Assistant Director for Research and Public Relations, Department of Residential Resources, The University of Alabama, 1991 to 1996

- Directed a quantitative and qualitative research program to effectively assess student and institutional needs for the department
- Analyzed multivariate parametric and nonparametric statistical information
- Prepared departmental recommendations based on research and analysis using SAS applications
- Maintained a longitudinal university database of demographic variables
- Developed and maintained a statistical Fact Book for the department
- Developed and executed quantitative and qualitative assessment strategies for use in the area's utilization of Total Quality Management
- Conducted workshops to train staff in the use of statistical and quality control methods
- Produced publications and video presentations to support the area's marketing plan

Research Assistant, The Alabama College System (Special Grant), 1989 to 1990

- Developed a new funding formula for the 2-year college system
- Studied and applied the Oregon funding model to the 2-year system
- Constructed a questionnaire and analyzed survey results to compare 2-year college budgets and funding in the Southeast with Alabama's 2-year colleges
- Developed computer model to determine funding allocations for Alabama institutions
- Presented research results at conferences and meetings attended by 2- year college presidents, state representatives, and governmental officials

Communications Coordinator, The Office of Housing and Residential Life, The University of Alabama, 1986 to 1991

- Developed and managed public relations program including press releases, media relations, and community events

- Implemented marketing program including promotional publications, fact books, newspapers, and videos advertising the benefits of residential life
- Evaluated the effectiveness of the Office of Housing and Residential Life in meeting student and institutional needs

Reporter/Photographer, The Meridian Star, Meridian, Mississippi, 1985 to 1986

- Wrote stories covering education, health, and police beats
- Photographed various news events

Managing Editor, The Journal Record, Hamilton, Alabama, 1984 to 1985

- Managed daily operations of local newspaper
- Supervised a staff of 12 employees
- Managed payroll, accounts receivables, accounts payables, and budgeting functions
- Coordinated the selling and production of advertisements
- Wrote, edited, and coordinated news articles
- Photographed, developed, and coordinated pictures

Creative Products

Dissertation

Luna, Andrew L. (1993). *An Analysis of Attitudes Toward Student First Amendment Expressive Activities Within Public Colleges and Universities*. Unpublished doctor's thesis, The University of Alabama.

Thesis

Luna, Andrew L. (1993). *Understanding Administrative Control of College and University Student First Amendment Rights After the Supreme Court's Decision of Hazelwood v. Kuhlmeier*. Unpublished master's thesis, The University of Alabama.

Publications

Book

Luna, A.L. (Ed.). (2008). *Legal applications of data for institutional research*. San Francisco: Jossey-Bass

Chapters

Luna, A.L. (2012). Data, discrimination, and the law. In R. Howard, G McLaughlin, & B. Knight (Eds.) *Handbook of Institutional Research*. San Francisco: Jossey-Bass (Publication date expected August 2012)

Luna, A.L. (2008). The art of combining statistics with the law. In A. L. Luna (Ed.), *Legal applications of data for institutional research* (pp. 5-17). San Francisco: Jossey-Bass.

Frizell, J.A., Shippen, B.S., & Luna, A.L. (2008). Regression analysis: Legal applications in institutional research. In A.L. Luna (Ed.), *Legal Applications of data for institutional research* (pp. 85-112). San Francisco: Jossey-Bass.

Luna, A.L., and Tara P. Pearson (2003). Records Management. *A Primer for Institutional Research*. Tallahassee, Florida: Association for Institutional Research, Resources for Institutional Research. (Publication due to be released January 2003).

Articles

Luna, A. L. & Brennan, K. A. (2009). Using regression analysis in departmental budget allocations. *IR Applications*. Association for Institutional Research *IR Applications*, 24 (1).

Luna, A. L. (2005) Using a Market Ratio Factor in Faculty Salary Equity Studies. Association for Institutional Research *Professional File*.

Luna, A. L., Faculty Salary Equity Studies: Combining Statistics with the Law. *Accepted for publication by Journal of Higher Education*, August 2004.

Luna, A.L., (1999). Using a Matrix Model For Enrollment Management. *Planning for Education*, 27 (3) 19-31.

Luna, A.L. (1999). Variables Control Charts: A Measurement Tool to Detect Process Problems Within Housing. *The Journal of College and University Student Housing*, 28 (1) 49-55.

Luna, A.L. (1998). Using Pareto Analysis with Trend Analysis: Statistical Techniques to Investigate Incident Reports Within a Housing System. *The Journal of College and University Student Housing*, 27 (2) 36-41.

Luna, A.L. (1998). Higher Education Can Benefit from Customer Satisfaction Measurement. *Quality in Higher Education*, 7 (5) 6-7.

Luna, A.L. (1998). Control Charts: A Vital Tool in Quality Improvement (Part3). *Quality in Higher Education*, 7 (4) 6-7.

Luna, A.L. (1998). Control Charts: A Vital Tool in Quality Improvement (Part 2). *Quality in Higher Education*, 7 (3) 6-7.

Luna, A.L. (1998). Control Charts: A Vital Tool in Quality Improvement (Part 1). *Quality in Higher Education*, 7 (2) 6-7.

Luna, A.L. (1998). TQM and Professors: Can They Work Together? *Quality in Higher Education*, 7 (1) 6-7.

Luna, A.L. (1997). Measuring Both Importance and Satisfaction to Achieve a Greater Understanding of Residence Hall Life. *The Journal of College and University Student Housing*, 27 (1). 25-33.

Luna, A.L. (1997). Using a Matrix Model to Better Understand Stakeholders. *Quality in Higher Education*, 6 (12).

Luna, A.L. (1997). Using Pareto with Trend Analysis: A Dynamic Duo in Total Quality Management. *Quality in Higher Education*, 6 (11) 4-5.

Luna, A.L. (1997). To Achieve Quality, Try Simple Approach First, *Quality in Higher Education*, 6 (10) 4-5.

Luna, A.L. (1997). Understanding Variable Measurement as a Step Toward Quality Improvement. *Quality in Higher Education*, 6 (9) 4-5.

Luna, A.L. (1997). Understanding Variation is the Key to Quality, *Quality in Higher Education*, 6 (8) 3.

Luna, A.L. (1997). The Problems with TQM in Higher Education. *Quality in Higher Education*, 6 (7) 4-5.

Luna, Andrew L (1996). Maintenance Workorder Nonconformity and the TQM Process. *The Journal of College and University Student Housing*, 25 (2) 31-37.

Luna, A. L. (1996). Hazelwood v. Kuhlmeier: Supreme Court Decision Does Affect College and University First Amendment Rights. *NASPA Journal*, 33 (4) 307-315.

Luna, A. L. (1995). An Economic Philosophy for Mass Media Ethics, *Journal of Mass Media Ethics*, 10 (2) 154-166.

Luna, A. L. (1995). Bishop v. Aronov: Redefining Academic Freedom. *West Education Law Reporter*, Vol. 98, 607-619.

Textbook Reviews

Cooper, D.R & Schindler, P.S. (2006). *Business Research Methods*. New York: McGraw-Hill/Irwin (9th edition)

Cooper, D.R & Schindler, P.S. (2003). *Business Research Methods*. New York: McGraw-Hill/Irwin (8th edition)

Rowley, D.J. & Sherman, H. (2001). *From Strategy to Change*. San Francisco: Josse-Bass.

Other Experience

Dissertation Committee

Russell, Michael L. (2008). *Exploring chief information officer perceptions of information technology innovation adoption within a university system* (Unpublished doctoral dissertation). The George Washington University, Washington, D.C.

Research/Continuous Improvement Consultant, 1992 to present

- Specialize in strategic planning and quality improvement research for higher education and non-profit institutions
- Specialize in Quality Management/Six Sigma techniques, especially as it relates to data collection and statistical process control
- Perform multivariate statistical market research
- Develop and utilize satisfaction rating scales to evaluate customer and employee satisfaction
- Generate effective, comprehensive reports summarizing the results of research conducted
- Conduct seminars on the use of data for improvement results
- Recent institutions include Miles College, Albany State University, and the Greater Atlanta Council of the Boy Scouts of America

Adjunct Faculty, College of Business, University of North Alabama, 2009 – Present

- Teach MK 479, Marketing Research Methods
- Facilitate student groups to work with local businesses in establishing significant market research projects

Adjunct Faculty, Richard's College of Business, University of West Georgia, 2003 – 2007

- Teach MKGT 3808, Research Methods in Business

- Facilitate student groups to work with local businesses in establishing significant market research projects

Adjunct Faculty (Graduate Faculty Status), University of Louisville, 1998 to 1999

- Available to teach courses in higher education administration
- Advise students on various research methodologies for theses and dissertations
- Available to serve on thesis and dissertation committees

Instructor, The University of Alabama, 1987-1996

- Taught introductory courses in broadcasting, journalism, advertising, and public relations
- Taught introductory course in effective writing, study skills, and leadership
- Served on thesis committees

Awards and Honors

Phi Kappa Phi, the University of North Alabama, 2012

Best Paper Award, Southern Association for Institutional Research, 2006

President's Award for Meritorious Service, University of West Georgia 2003

Best Paper Award, Southern Association for Institutional Research, 2002

Kentucky Colonel, Commonwealth of Kentucky, 2000

Community Service Award, The University of Louisville, 1999

Honorary Member of the Greater Louisville Business Alliance, 1997

Best Paper Award, Alabama Association for Institutional Research, 1996

Video of the Year (Non-Profit Category), Tuscaloosa Advertising Association, 1995

Meritorious Service Award, Division of Student Affairs, The University of Alabama, 1994, 1995, and 1996

Kappa Delta Pi (Education), The University of Alabama, 1993

Kappa Tau Alpha (Communication), The University of Alabama, 1993

Nominated "Dissertation of the Year," The University of Alabama, 1993

Nominated "Thesis of the Year," The University of Alabama, 1993

Phi Delta Kappa (Education), The University of Alabama, 1989

ACUHO-I Video Production Award, 1989

Presentations

"The Assessment Toolbox: Multiple tools for assessing effectiveness in higher education," Alabama Association for Institutional Research, 2011 and the Southern Association for Institutional Research, 2011.

"Use of Regression Analysis in Academic Departmental Budget Allocations," Alabama Association for Institutional Research, 2009.

"Six Sigma and the QEP" University System of Georgia's Administrative Committee on Institutional Research, 2007.

"Uses of Six Sigma in Higher Education," University System of Georgia's Administrative Committee on Institutional Research, 2006.

"Records Management in Institutional Research," Southern Association of Institutional Research, Charleston, SC, 2005.

"Using a Market Ratio Factor in Faculty Salary Equity Studies," Southern Association of Institutional Research, San Antonio, Texas, 2003.

"Both Sides of the Track, Using Institutional Effectiveness Measures for Both Academic and Non-Academic Programs," National Assessment Institute, Indianapolis, Indiana, 2003.

"Legal Issues of Data Warehouses." Georgia Summit technology conference, Augusta, Georgia, 2003.

"Faculty Salary Equity Models: Combining Statistics with the Law." Association of Institutional Research, Tampa, Florida, 2002.

"Faculty Salary Equity Models: Combining Statistics with the Law." Southern Association of Institutional Research, Baton Rouge, Louisiana, 2002 (Best Paper Award).

"Records Management: Developing a Comprehensive Records Management Plan for Institutional Research and Planning Offices." Workshop presented at the Southern Association of Institutional Research, Baton Rouge, Louisiana, 2002.

"Faculty Salary Equity Models: Combining Statistics with the Law." University System of Georgia's Spring Meeting of the Institutional Research and Planning Representatives, Macon, Georgia, 2002.

"Using a Regression Model to Determine Academic Departmental Budget Allocations." Southern Association of Institutional Research, Panama City, Florida, 2001.

"Using a Student Flow Matrix Model to Understand Enrollment Behavior." Southern Association of Institutional Research, Chattanooga, Tennessee, 1999.

“Statistical Measurement Techniques for Total Quality Management in Higher Education.” Association of Institutional Research Conference, Minneapolis, Minnesota, 1998.

“Measuring Both Satisfaction and Importance of Student Perception.” Association of Institutional Research Conference, Minneapolis, Minnesota, 1998.

“Using Measurement in Total Quality Management for Higher Education.” Workshop for the 9th Annual International Conference on Quality Assessment in Higher Education, Indianapolis, Indiana, 1997.

“Using Variables Control Charts in Higher Education.” Association of Institutional Research Conference, Orlando, Florida, 1997.

“Total Quality Management Measurement Tools for Higher Education.” Workshop for the 8th Annual International Conference on Quality Assessment in Higher Education, Brisbane, Australia, 1996.

“Total Quality Management in Higher Education: Why Re-Invent the Wheel.” Workshop for the American Society of Quality Control, 1996.

“Using Variables Control Charts in Higher Education.” Alabama Association for Institutional Research, Birmingham, Alabama, 1996.

“A New Funding Formula for Alabama’s Two-Year Colleges.” Meeting of the Special Funding Formula Committee attended by members of the Alabama Department of Post-Secondary Education, two-year college presidents, and state legislators, Gasden, Alabama, 1990.

Professional Organizations

Association for Institutional Research (AIR)

Southern Association for Institutional Research (SAIR)

Alabama Association for Institutional Research (ALAIR)

Georgia Association for Institutional Research, Planning and Quality (GAIR-PAQ), 1999-2007

Georgia Records Association, 2000-2007

Association for the Study of Higher Education

Kentucky Association for Institutional Research (KAIR), 1997-1999

Society of College and University Planning (SCUP)

Kentucky Quality Council, 1997-1999

American Society for Quality (ASQ)

Other Work-Related Activities

- Member, Council of Academic Deans, University of North Alabama, 2007-Present
- Member, Institutional Effectiveness Committee, University of North Alabama, 2007-Present
- Chair, Institutional Effectiveness Committee, University of North Alabama, 2011 - 2013
- Member, Banner Conversion Steering Committee, University of North Alabama, 2007-Present
- Chair, Reporting Sub-Committee of the Banner Steering Committee, University of North Alabama, 2007-Present
- Chair, Board of Regent's Administrative Committee on Institutional Research and Planning, 2004 – 2006
- Member, search committee for Vice President for University Advancement, 2004
- Chair and creator of the University System of Georgia's Records Custodians group
- Chair, University Records Management Committee, State University of West Georgia, 2004 – Present
- Member, Executive Committee, SACS Reaffirmation, State University of West Georgia, 2000-2003
- Member, IRP Executive Committee, University System of Georgia, Policies and Procedures for the USG Data Warehouse, 2002 to Present
- Member and Advisor, Information Technology Services Strategic Planning Committee, University System of Georgia, 2002 to Present
- Coordinator, facilitator, and data administrator for both the Program Review Advisory Committee (Academic) and the Departmental Review Action Committee (Educational Support/Administrative)
- Member, Enrollment Management Committee, State University of West Georgia, 2001 - Present
- Chairman, Institutional Research and Planning Officers, Research Committee, University System of Georgia, 2001 to 2003
- Member, Strategic Planning Ad Hoc Committee, State University of West Georgia, 2000 to 2001
- Member, Institutional Studies and Planning Committee, Faculty Senate Standing Committee, State University of West Georgia, 1999 to present
- Chairman, Retention Steering Committee, State University of West Georgia, 1999 to 2001
- Member, Institutional Effectiveness Committee, SACS Accreditation Self-Study, State University of West Georgia, 2000 to present
- Member, Editorial Board, *Planning for Higher Education*, 1999 to present
- Member, Editorial Board, *Journal of College and University Student Housing*, 1996 to 2002
- Member, Speaker's Bureau, State University of West Georgia, 1999 to present

- Member, Speaker's Bureau, University of Louisville, 1997 to 1999
- Sub-Committee Chairman of Sponsors and Exhibits for the 1996 and 1997 SAIR/SCUP Conference Planning Committee
- Member, Papers Committee, 2000 and 2001 SAIR Conference Planning Committee
- Member, Program Review Board for the 1997 and 1998 AIR Conference Planning Committee
- Chairman, Cost Containment Task Force, The University of Alabama, 1993 to 1995
- Member, Student Affairs Research Committee, The University of Alabama, 1993 to 1996
- Member, Student Discipline Committee, The University of Alabama, 1994 to 1996

Public Service

Assistant Scoutmaster, BSA, Greater Alabama Council, Troop 284, Florence, Alabama

Unit Commissioner, BSA, Greater Alabama Council, Yuchi District

Member, National Eagle Scout Association

Board Member, Shoals Symphony, 2008 - 2011

Board Member, Wesleyan Foundation 2009 - 2012

Member, Staff Pastor/Parrish Relations Committee, Northwood First United Methodist Church

Member, Finance Committee, Northwood First United Methodist Church