

# DAVID MA

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## EDUCATION

<b>University of Utah</b> , Salt Lake City, Utah Ph.D., Educational Leadership and Policy	Awarded 2014
<b>Mississippi State University</b> , Starkville, Mississippi M.S., Management Information Systems	Awarded 2003
<b>Mississippi State University</b> , Starkville, Mississippi Master of Public Policy and Administration	Awarded 2001

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## PROFESSIONAL EXPERIENCE

<b>University of Dallas, Irving, Texas</b> Director, Institutional Research and Effectiveness	08/2021 - present
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Identify the challenges and create an IRE office that is efficient, highly reliable, and ready to take a leadership role in supporting decision-making efforts across the University. Make improvements in various data systems and processes. Complete all mandatory and voluntary data reporting in a timely and accurate manner, including federal (IPEDS, EADA, HEERF, etc.), state, NC-SARA, US News and World Report, and many other external reports and surveys. Provide excellent data support to academics, finance and budgeting, planning, accreditation, marketing, faculty Senate, athletics, and many other areas. Conduct strategic analyses to support enrollment, student success, learning outcome assessment, and academic and administrative efficiency opportunity analyses. Some highlights include:

- Develop an academic program review process that evaluates the status, effectiveness, and progress of academic programs and helps identify the future direction, needs, and priorities of those programs (work in progress)
- Conduct the University's enrollment, retention, and graduation KPIs data analysis
- Conduct the University's faculty data analysis
- Conduct the University's peer institution analysis
- Create the University's enrollment and projection report
- Create a data culture across the University that is highly productive, collaborative and collegial (work in progress)

**Merrick Bank**, South Jordan, Utah  
Senior Credit Risk Analyst, Credit Risk Management

12/2019 – 07/2021

Managed more than 30 routine reports on a daily, weekly, and monthly basis. Responded to ad hoc requests. Conducted research and analysis projects to facilitate better decision making using the Experian's Ascend Analytical Sandbox, FDR and Fiserv data, and other data sources. Research project highlights include:

- Credit Risk of Merrick Bank's Recreational Lending
- Demographic Characteristics of Merrick Bank's Cardholders
- California Cardholder Behavior after Receiving the Letter 902/903
- A Study of Financially Troubled Account Holders

**Utah System of Higher Education**, Salt Lake City, Utah  
Manager of Longitudinal Studies and Outcome Measures, OIR  
Institutional Research Officer III, Office of Institutional Research

07/2009 – 11/2019  
06/2014 – 11/2019  
07/2009 – 05/2014

Served as the IPEDS state coordinator, Complete College America (CCA) state team data lead, National Student Clearinghouse key holder, and Utah Data Alliance (UDA)/Utah Data Research Center (UDRC) Management Committee member. Worked effectively with key stakeholders to meet their needs for data and reports, including creating USHE Retention and Graduation Report, USHE STEM Report, USHE Education Program Report, annual USHE End-of-Year Enrollment Report, and annual USHE Financial Aid Report. Designed and conducted many data analyses and research projects to support college student success, budgeting, strategic planning, and effective use of resources. Research project highlights include:

- Tracking College Participation and Completion of Utah's High School Graduates
- A Descriptive Analysis of Full-time Enrollment at Utah's Colleges and Universities
- A Study of DFWI Rates in Gateway Courses at USHE Institutions
- Does Regents' Scholarship Work? A Correlational Study of the Relationship between Merit-based Financial Aid and College Student Success
- The Utah System of Higher Education at 50
- USHE Workforce 2005-2009

**University of Utah**, Salt Lake City, Utah  
Senior Research Analyst, Office of Budget and Institutional Analysis  
Research Analyst, Office of Budget and Institutional Analysis

11/2005 – 06/2009  
07/2007 – 06/2009  
11/2005 – 06/2007

Managed ad hoc requests for data and reports from faculty, staff, administrators, and other stakeholders by prioritizing the requests based on factors such as the deadline and the intended use of requested data. Created a program review data mart for academic departments, which gave them an easy and interactive way to access their student enrollment, retention and graduation, and faculty profile and workload. Developed classroom space utilization report to tracks time and station/seat utilization for general purpose classrooms as one way to improve efficiency of existing classroom inventory and to help determine future classroom inventory requirements. Specifically, the report studies classroom space utilization at

individual classroom level, building level, and campus level. The two main metrics used in the report are room utilization rate and station/seat utilization rate. Other responsibilities included study of student retention and graduation, internal and external surveys, mandatory data reporting to state and federal agencies, and other decision-support research and analysis.

**University of Arkansas for Medical Sciences**, Little Rock, Arkansas 09/2004 – 10/2005  
Research Assistant, Data Management, Myeloma Institute for Research and Therapy

Analyzed and tracked patient data. Coordinated with medical staff to clean patient data in accordance with HIPPA regulations. Managed data requests from doctors and administrators.

**Mississippi State University**, Starkville, Mississippi 08/2003 – 08/2004  
Data Analyst, Office of Institutional Research

Responded to external agency surveys, such as those conducted by College Board, Kiplinger, Peterson's, Princeton Review, and US News and World Report. These surveys provide the key data elements that go into an institution's annual rankings. Conducted space needs assessment for academic departments. The space includes office space, classroom, teaching and research labs, and special use space. The assessment quantifies the amount of space a department has and how much space it needs now or in the future. Performed an analysis of faculty retention and termination at Mississippi State University, breaking down by gender, ethnicity, tenure status, academic rank, and academic unit. The study was well received by the Provost and faculty Senate.

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## PROFESSIONAL CERTIFICATION & TRAINING

### Statistical/Analytics

- SAS Certified Advanced Programmer, SAS Institute, 2006
- SAS Certified Base Programmer, SAS Institute, 2006

### Data Visualization

- Power BI training by Trivium BI, 2022
- Tableau, 2016-2018

### Survey Software

- Managing Your License as a Qualtrics Administrator by Qualtrics, 2022
- Qualtrics XM Basecamp training by Qualtrics, 2022
- Qualtrics Certificate, 2016

### Database Management Systems

- SQL Server, 2004-2005, 2009-2019
- Banner ERP System, 2022, 2003-2004
- PeopleSoft Student Information System, 2005-2009