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Curriculum Vitae

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EMPLOYMENT HISTORY

POSTSECONDARY ANALYTICS, LLC. Tallahassee, FL.

Owner/Principal Consultant

2010 – present

Consult with state agencies, institutions, businesses and foundations to provide policy advice, data and analysis to improve the quality of educational planning and decision-making. Current or recent projects include serving as external adviser to the state of Tennessee, acting as policy lead on Lumina Foundation project to incorporate incentives for completion in financial aid and tuition policy, analyzing Pell grant program data for the Bill & Melinda Gates Foundation, developing of strategies to reduce time to degree for Complete College America and Jobs for the Future, analyzing costs of student attrition for the Delta Project on Postsecondary Costs, and implementing interactive data visualization tools for the State Higher Education Executive Officers association (SHEEO). Assemble teams and work with partners to apply the right mix of talent and experience to clients' needs.

UNIVERSITY OF FLORIDA. Gainesville, FL.

Associate Director, Planning and Institutional Research

2008 - 2010

Provide leadership to a staff of six in developing enrollment, budget, and staffing analyses and tools for university senior administration and other constituencies on and off campus. Projecting enrollments and tuition revenues for budgeting and academic planning purposes. Implementing large scale student experience survey. Updating regional accreditation documents. Developing workforce analyses for affirmative action planning and OFCCP compliance. Developing interactive analytical tools and data visualizations to support institutional decision making.

BOARD OF GOVERNORS STATE UNIVERSITY SYSTEM OF FLORIDA, Tallahassee, FL

Executive Director, Planning and Analysis 2006 - 2008
Director of Institutional Research 2003 - 2006

Developed and implemented the new board's first strategic plan through analysis of operations, labor market projections, workforce needs, tuition and financial aid policy, admissions, demographics, and other information. Conducted and managed research projects that helped guide policy decisions. Facilitated sound policy decisions by providing relevant and accurate analysis and working collaboratively with peers around the state and the nation. Collected and evaluated data regarding Florida's eleven public universities and provided data resources for public and internal uses. Made frequent presentations to the board, legislative committees, and other stakeholders. Developed interactive data analysis and projection visualization tools to support statewide strategic planning and accountability.

FLORIDA DEPARTMENT OF EDUCATION. Tallahassee, FL.

Education Policy Analyst, Office of K-16 Articulation, Division of Public Schools 1999 - 2003
Program Specialist, Office of K-16 Articulation 1998 - 1999

Provided guidance to the statewide Articulation Coordinating Committee on significant policy initiatives related to admissions, transfer, acceleration, and high school graduation. Analyzed proposed legislation for program and budget impact. Produced and gave presentations to policymakers, institutional administrators, and guidance counselors on the annual *Readiness for College Report* and *Counseling for Future Education Handbook*. Coordinated the funding and evaluation of state grants to private colleges. Developed first statewide pipeline model of student flows from admissions to degree awards.

ELMIRA COLLEGE. Elmira, NY. 1998
Instructor, Critical Thinking and Writing

CORNELL UNIVERSITY. Ithaca, NY.
Graduate Assistant & Temporary Lecturer 1993 - 1998

AMERICAN CIVIL LIBERTIES UNION OF WASHINGTON (ACLU). Seattle, WA.
Program Coordinator and Legislative Assistant 1989 - 1991

BOARDS, WORKING GROUPS, AND TASK FORCES

Center for Analysis of Postsecondary Education and Employment. Teachers College. Columbia University. Advisory Board. 2011-.

Measuring Higher Education Productivity: Conceptual Framework and Data Needs. National Research Council. Panel Member. 2009-2011.

Western Interstate Commission for Higher Education. Projections of High School Graduates. Technical Advisory Panel. 2011.

National Governors Association. Efficiency and Effectiveness Metrics Working Group. 2011.

Tennessee Higher Education Master Plan Steering Committee and Funding Formula Committee. 2010.

Revenue Center Management Implementation Working Group. University of Florida (Participant). 2008-2010.

Race/Ethnicity Standard Revision Implementation Working Group. University of Florida. Co-Leader. 2009-10.

Research and Information Council. Florida Department of Education. 2002-2004.

College Placement Test Vendor Proposal Review Committee. Florida Department of Education. 2003.

Higher Education Funding Workgroup. 2002-2003.

New Standard Diploma Task Force. Lead Staff. 2002-2003.

State Data Sharing Project Florida Coordinator. Education Trust, funded by the U.S. Department of Education. 2002-2003.

Standing Committee on Alternative Ways of Earning Credit. Florida Department of Education. Lead Staff. 2001-03.

Teacher Examination Vendor Proposal Review Committee. Florida Department of Education. 2001.

One Florida Implementation Task Force. 2000-2002.

K-12 Value-Added Assessment Implementation Committee. Florida Department of Education. 1999-2000.

CURRENT MEMBERSHIPS

Association for Institutional Research.

Florida Association for Institutional Research.

Association for the Study of Higher Education.

American Evaluation Association.

PUBLICATIONS AND PRESENTATIONS

2012

Improving Measurement of Productivity in Higher Education, Panel Member. Report. National Research Council. May 2012. http://www.nap.edu/catalog.php?record_id=13417

Do Price Controls Help Students? Op-Ed. *Inside Higher Education*. April 13, 2012. <http://www.insidehighered.com/views/2012/04/13/essay-defending-two-tier-tuition-pricing-community-colleges>

Performance-Based Financial Aid: A Conversation (Video). Recorded Interview by Catalytica. with LaShawn Richburg-Hayes. for www.collegeproductivity.org. March 21, 2012. <http://www.collegeproductivity.org/blogs/performance-based-financial-aid-conversation-video>

Higher Education Needs Smarter Spending for Student Success. Op-Ed. Nate Johnson and Martha Snyder. *GOOD*. February 18, 2012. <http://www.good.is/post/higher-education-needs-smarter-spending-for-student-success/>

The Completion Agenda and Performance Funding: A Conversation (Video). Recorded Interview by Catalytica, with Kevin Reilly and Chip Hatcher, for www.collegeproductivity.org. February 7, 2012. <http://www.collegeproductivity.org/blogs/completion-agenda-and-performance-funding-conversation-video>

How to Use SHEEO's New Interactive Data Tools. Webinar with Andy Carlson. State Higher Education Executive Officers. February 2, 2012. http://www.sheeo.org/pubs/pubs_results.asp?issueID=22

Aligning Financial Aid and Student Incentives for Completion. Facilitator. Roundtable Discussion Sponsored by Strategy Lab Two. Austin, TX. January 17, 2012.

2011

Developing Student Incentives to Encourage College Completion. Panelist/Facilitator. Education Commission of the States Higher Education Legislative Workshop. Denver, CO. December 6, 2011.

Increasing Postsecondary Productivity: Implementing New Program Designs to Decrease Time to Degree. Panelist/Facilitator. Education Commission of the States Higher Education Legislative Workshop. Denver, CO. December 6, 2011.

Linking Costs and Postsecondary Degrees: Key Issues for Policymakers. Working Paper. American Enterprise Institute. 2011. <http://www.aei.org/files/2011/07/08/Linking-Costs-and-Postsecondary-Degrees-Johnson-FINAL.pdf>

Credit Creep and Time to Degree. Panelist/Content Expert. Complete College America Annual Meeting and Academy. Austin, TX. October 18-21, 2011.

Student Incentives That Work: Policymaker & Expert Roundtable Discussion. Panel Facilitator. Strategy Lab Two Policymaker and Expert Roundtable Discussion. George Washington University. Washington, DC. July 14, 2011.

Car Sales and College Graduation. Op-Ed. Inside Higher Education. June 9, 2011.
http://www.insidehighered.com/views/2011/06/09/johnson_essay_urgency_timelier_college_completion_data

Credit Creep and Time to Degree. Panelist/Content Expert. Complete College America Annual Meeting and Academy. Miami, FL. March 3-4, 2011.

Three Policies to Reduce Time to Degree. White Paper. Complete College America. February 2011
<http://www.completecollege.org/docs/Three%20Policies%20to%20Reduce%20Time%20to%20Degree%20-%20Nate%20Johnson.pdf>.

Short and Long-Term Future of the Pell Grant Program: Issues and Options. Coalition of State University Aid Administrators Annual Meeting. Charleston, SC. May 2, 2011

Financial Incentives for Degree Completion and Institutional Accountability Goals. Coalition of State University Aid Administrators Annual Meeting. Charleston, SC. May 1, 2011.

Complete College Tennessee Act: One Year Later. Panel Facilitator. Tennessee Higher Education Commission. Vanderbilt University. January 26, 2011.

2010

Tuition and Financial Aid in Iowa: National and Strategic Perspectives. Presentation. Board of Regents Workshop. University of Iowa. October 27, 2010
<http://www.regents.iowa.gov/Meetings/DocketMemos/10Memos/October2010/2010-10-27IowaTuitionPresentation.pdf>

Time to Degree Data Tools for Institutions. Presentation and Toolkit. Jobs for the Future/Southern Regional Education Board Joint Conference. *Time to Completion: How States and Systems are Tackling the Time Dilemma*. Baltimore, MD. October 6, 2010.

Using State-Level Tuition and Fee Policies as Incentives: Whose Behavior Are We Trying to Change and Will It Work? Panelist. State Higher Education Executive Officers (SHEEO) *Policy Conference*. August 10-13, 2010.
<http://www.sheeo.org/hepconfsite/hepc2010/hepc2010agenda.pdf>

Internal Reporting of SERU Results at the University of Florida: Creating Usable Data for Campus Leaders and Staff. Presentation. *Fourth Annual SERU Research Symposium*. Center for Studies in Higher Education. Berkeley, CA. May 14, 2010.
<http://cshe.berkeley.edu/events/serusymposium2010/program.htm>

The Great Recession and Affordability Trends. Panel Respondent. *Fourth Annual SERU Research Symposium*. Center for Studies in Higher Education. Berkeley, CA. May 14, 2010.
<http://cshe.berkeley.edu/events/serusymposium2010/program.htm>

Student Experience in the Research University Results Executive Summary. Co-Author (Corporate Authorship). University of Florida, 2010.

Using Institutional Data to Reduce Time to Completion. White Paper. Jobs for the Future. March 2010.

2009

What Does a College Degree Cost? Comparing Approaches to Measuring 'Cost per Degree'. White Paper. Delta Cost Project White Paper Series. May 2009.

http://www.deltacostproject.org/resources/pdf/johnson3-09_WP.pdf

Race and Ethnicity Code Transition Team Report and Recommendations. Co-Author (Corporate Authorship). University of Florida. 2009.

http://www.ir.ufl.edu/OIRApps/ethnic_code_changes/Race_Ethnicity_Report_Final_8_26_09.pdf

2008

Taking a Fresh Look at the Pathways of Students Into and Through STEM Disciplines. Presentation. Nate Johnson and Dottie Minear. National Association of System Heads Annual Meeting. July 21, 2008.

Appropriate and Predictable Funding. Presentation. Florida Board of Governors Budget Committee. June 19, 2008. http://www.flbog.org/pressroom/meeting_items.php?id=46&agenda=147

Looking at College Costs: Lessons Learned in Florida. Presentation. Delta Cost Project. June 16, 2008.

Mid-Term Review of Assumptions in 2005-13 Strategic Plan. Presentation. Florida Board of Governors Academic Programs/Strategic Planning Committee. June 19, 2008.

http://www.flbog.org/pressroom/meeting_items.php?id=46&agenda=148

2007

Bright Futures and the State University System. Presentation. Florida Taxation and Budget Reform Commission. November 1, 2007..

Impact of Changing Population, School Enrollment and High School Graduate Projections on SUS Enrollments. Information Brief (Corporate Author). Florida Board of Governors. April 2007

http://www.flbog.org/resources/doc/factbooks/quickfacts/2007_04_06_PopAndEnroll.pdf

State University System Funding: How Do We Compare? Information Brief (Corporate Author). Florida Board of Governors. January 2007

http://www.flbog.org/resources/doc/factbooks/quickfacts/2007_01FundingCompInfoBr.pdf

2006

State University System Enrollment Plans: Keeping the SUS Promise. Florida Board of Governors Academic Programs/Strategic Planning Committee. September 21, 2006.

Do Foreign Students Stay in Florida After Graduation? Fact Sheet (Corporate Author). Florida Board of Governors. February, 2006.

2005

Factors Influencing Enrollment Planning. Presentation. Florida Board of Governors Strategic Planning/Educational Policy Committee. November 17, 2005.

http://www.flbog.org/pressroom/meeting_items.php?id=59&agenda=231

2005-13 Strategic Plan. Staff Lead (Corporate Author). Board of Governors, State University System of Florida. September 2005.

Impact of Projected State University System Faculty Retirements. Information Brief (Corporate Author). Florida Board of Governors. July 2005

<http://www.flbog.org/pressroom/doc/meetings/20050721/FacRetInfoBr.pdf>

Cost per Degree. Presentation. Board of Governors Strategic Planning Committee. June 9, 2005.

Atlas of the State University System of Florida. Report and Presentation to the Florida Board of Governors. Grant Thrall lead author, assisted by Susan Thrall, Nate Johnson & Julie Alexander. March 23, 2005.

Degree Plan Goals: Issues and Policy Options. Presentation. Florida Board of Governors Strategic Planning Committee. March 24, 2005.

State University System Graduation Rates: How Are We Doing? Information Brief Update (Corporate Author). Florida Board of Governors, January 2005.

<http://www.flbog.org/resources/doc/factbooks/quickfacts/2005-01GradRates.pdf>

2004

How Long Do Students Take to Graduate in the State University System. Information Brief (Corporate Author). Florida Board of Governors. October 21, 2004.

http://www.flbog.org/resources/doc/factbooks/quickfacts/2004_TimeToDegree.pdf

State Comparisons of Resident Undergraduate Tuition and Fees. Information Brief (Corporate Author). Florida Board of Governors. October 21, 2004

http://www.flbog.org/resources/doc/factbooks/quickfacts/2004-05_TuitionFeesComp.pdf

What Happened to the Other Half? Communicating with Policymakers and the Public about Graduation Rates. Nate Johnson, Charlene Coles and Kathy Thomas. Presentation. Association for Institutional Research Annual Forum. Boston. June 2004

What We Know About Unclassified Students. Information Brief (Corporate Author). Florida Board of Governors. April 24, 2004.
<http://www.flbog.org/resources/publications/unclassified.php>

State University System Graduation Rates: How Are We Doing? Information Brief (Corporate Author). Florida Board of Governors. March 18, 2004.
<http://www.flbog.org/resources/doc/factbooks/quickfacts/2004-01GradRates.pdf>

Maximizing Excel's Pivot Features to Make Complex Data Accessible. Presentation. State Higher Education Executive Officers (SHEEO)/National Center for Education Statistics (NCES) Network Conference and Integrated Postsecondary Education Data System (IPEDS) Workshop. March 31, 2004.

Talking to Policymakers about Graduation Rates. Table Topics Facilitator. State Higher Education Executive Officers (SHEEO)/National Center for Education Statistics (NCES) Network Conference and Integrated Postsecondary Education Data System (IPEDS) Workshop. March 31, 2004. <http://www.sheeo.org/network/netmeet/Presentations%202004.pdf>

2003

Postsecondary Feedback and Policy Contexts in Florida. National Association of System Heads/Education Trust Summer Meeting. Oak Brook Hills, IL. July 25, 2003.

Report and Initial Recommendation for the 'New Standard Diploma'. Staff Lead. Report and Presentation (Corporate Author). Articulation Coordinating Committee Task Force on K-20 Curriculum Alignment. January 9, 2003.

2002

Florida Counseling for Future Education Handbook. Coordinator (Corporate Authorship). Florida Department of Education. October 2002

Development of a Simulation Tool to Project Student Flows Through the K-20 Pipeline. Presentation and Tool Demonstration. Florida Association of Institutional Research Conference. July 18, 2002 .

Pipeline Simulation Tool: Projecting College Graduates and Costs. Presentation and Simulation Tool. Florida Higher Education Funding Task Force. 2002. With Jay Pfeiffer. Also presented in 2002 to the State Board of Education and the Independent Colleges and Universities Presidents' Association.

Readiness for College Report: Performance of 1999-2000 High School Graduates on Placement Tests in the 2000-2001 Academic Year. Lead Author (Corporate Authorship). March 2002.

2001

Florida Counseling for Future Education Handbook. Coordinator (Corporate Authorship). Florida Department of Education, 2001.

Articulation Coordinating Committee Credit-by-Exam Equivalents. Staff Lead. Committee Report (Corporate Author). September 19, 2001.

Readiness for College Report: Performance of 1998-1999 High School Graduates on Placement Tests in the 1999-2000 Academic Year. Staff Lead (Corporate Author). 2001.

2000

Florida Counseling for Future Education Handbook. Coordinator (Corporate Authorship). Florida Department of Education. 2000

Readiness for College Report: Performance of 1997-1998 High School Graduates on Placement Tests in the 1998-1999 Academic Year. Staff Lead (Corporate Authorship). 2000.

1999

Florida Counseling for Future Education Handbook. Editor (Corporate Authorship). Florida Department of Education. 1999.

Readiness for College Report. Presentation. State Board of Education (Governor and Cabinet). April 27, 1999. <http://www.myflorida.com/myflorida/cabinet/agenda99/0427/sbc.html>

Readiness for College Report: Performance of 1996-97 High School Graduates on Placement Tests in the 1998-1999 Academic Year. Co-Author (Corporate Authorship). Report. 1999.

1998

Donne's Odious Comparison: Abjection, Text, and Canon. in Viviana Comensoli and Paul Stevens, eds. *Discontinuities: New Essays on Renaissance Literature and Criticism*. University of Toronto Press. 1998.

1997

Privately-Held Software Company Corporate History. Freelance. 1997.

1996

Half Fish, Half Flesh: Pericles, The Tempest, and English Colonial Contexts. Group for Early Modern Cultural Studies. Pittsburgh. September, 1996.

Short articles on Paris theater (Peter Brook, Eugène Ionesco, Café-Théâtre). Paris Free Voice. March-May, 1996.

1995

Mary Stuart's Elizabethan Sonnet Sequence. Renaissance Society of America. New York. April, 1995.

Respondent. Renaissance Orientalists, Renaissance Orientalisms. Graduate Student Conference. The Question of Newness. Cornell. April, 1995.

1994

At the language level. Review of Bei Dao, Forms of Distance. Chicago Tribune Books. November 6, 1994.

Wisconsin Nightmares. Review of A. Manette Ansay, Vinegar Hill. Chicago Tribune Books. October 23, 1994.

Seeking knowledge, dodging death. Review of Jan Kott's autobiography, Still Alive. Chicago Tribune Books. June 12, 1994.

1993

Donne's Odious Comparison. Modern Languages Association. Toronto December, 1993.

The Senator from Stratford: Why Politicians Shouldn't Be Allowed to Quote Shakespeare. Washington Post, Outlook (Sunday Op-Ed section). November 28, 1993.

Coriolanus and the Uses of Theater. New York College English Association. New York University. March, 1993.

1990

Messages from a Misty Poet. Review of Chinese poet Bei Dao, Waves and The August Sleepwalker. Seattle Weekly, August 1, 1990.

EDUCATION

CORNELL UNIVERSITY, Ithaca, NY

Ph.D. in English, 1997, M.A. in English, 1994

Dissertation: Canonicity and Identity: Mythologies of English Renaissance Writing

Committee: Walter Cohen, chair. Barbara Correll, Scott McMillin, Timothy Murray.

Guilford Dissertation Prize, Cornell (1997)

Andrew Mellon Fellowship in the Humanities (1991-96)

Harry Falkenau Fellowship for contributions to the English Department, Cornell (1995)

WHITMAN COLLEGE. Walla Walla, WA.

B.A. in English. 1989.

Phi Beta Kappa. Whitman College. 1989.

Paul J. Jackson Award for Excellence in Literary Study. Whitman College. 1989.

UNIVERSITY OF DURHAM. England.

Department of East Asian Studies. 1987-88.

ISTITUTO MICHELANGELO. Florence, Italy.

Italian language program. Summer 1993.

INSTITUT CATHOLIQUE. Paris, France.

French language program. Summer 1991.

FLORIDA STATE UNIVERSITY, SCHOOL OF PUBLIC ADMINISTRATION. Tallahassee, FL

Graduate course in inferential statistics. 1999.

TEACHING EXPERIENCE

Cornell University

Beggars, Princes, Witches and Thieves: Culture and Literature in Shakespeare's England. (Freshman Writing Seminar). Fall 1996. Spring 1997.

Introduction to Drama. (Freshman Writing Seminar). Fall 1994.

Shakespeare. (Freshman Writing Seminar). Fall 1993. Spring 1994.

Introduction to English Literature (Beowulf-Milton survey). Reader and section leader for Professor Winthrop Wetherbee. Fall 1992.

Spencer Prize (teaching award). John S. Knight Writing Program. Cornell (1994)

Elmira College

Critical Thinking and Writing. Spring 1997

OTHER SCHOLARLY ACTIVITIES

Research assistant for M. H. Abrams. *Glossary of Literary Terms*, seventh edition. 1997-98.

Research assistant for Walter Cohen, co-editor of the *Norton Shakespeare*. 1992-96.

Writing assessment interviewer. John S. Knight Freshman Writing Program. 1994-96.

Co-chair and conference organizer. Graduate Student Literature Group (Cornell English Department). 1994-95.

Research assistant. Olin Library Division of Rare Books and Manuscripts. Compiled bibliography of collection's holdings in early English printed drama. Summer 1992.