

*Higher Education (Continued)*

Information Reporting Specialist on a project that conducted a survey related to mandated programs and debt services for the Kentucky Council on Postsecondary Education.

Project Director of a study for the Washington State Board for Community and Technical Colleges to compare the student FTE cost of Washington's community and technical colleges to those of other western states, based on expenditures by particular fund sources.

Partner-in-Charge of a project for Los Angeles Southwest College to update and validate the building and room inventory for the college.

Partner-in-Charge of a project that conducted a Forest Plan and Management Review for Oregon State University's eight college forests, totaling almost 14,500 acres.

Partner-in-Charge of a project that determined the space gaps by type of space (e.g., classrooms, class laboratories, offices) and created a priority list of proposed projects for the University and Community College System of Nevada.

Partner-in-Charge of a project that developed a facilities master plan for Southwest College, Los Angeles Community College District. Worked in conjunction with Sasaki & Associates.

Partner-in-Charge and Director of a project that conducted a Space Inventory and Utilization Project Plan for Central Michigan University.

Team Member on a project, in conjunction with Sasaki & Associates, Inc., to assist in developing a master plan for the American University of Beirut.

Team Member on a project for Lake Washington Technical College to assist and advise in all aspects of a strategic plan for submission to the college board of trustees.

Director of a project to conduct a review of the internal administrative operations of the Spokane Intercollegiate Research and Technology Institute.

Consultant on a study to develop a campus master plan for Central State University in Wilberforce, Ohio.

Consultant on a project for the University of Wisconsin Colleges, Administrative Services Office, to conduct a management review and operations audit of the office.

Team Leader on a comprehensive classification of jobs for Southern Polytechnic State University. Completed an analysis of each noninstructional job within the university for the purpose of determining specific duties, responsibilities, job requirements, and the need to create new job descriptions.

*Higher Education (Continued)*

Consultant on a project to assist the University System of Georgia in conducting a benchmarking study of the 34 USG institutions.

Team Leader for technology review on a student services review for Ohio State University.

Consultant on a study for the Connecticut State University System to review the fund distribution methodologies and funding formulas used for public multicampus systems of higher education across the United States, compare and contrast the methodologies to those currently in use in the Connecticut State System, and make recommendations based on those findings.

Analyst on a project to develop higher education funding guidelines for the Virginia General Assembly's Joint Subcommittee on Higher Education Funding Policies.

Team Member on a study for Florida State University in the development of plans, which had been requested by the Florida State Legislature, to expand medical education programs. Completed six legislatively mandated studies pertaining to medical care needs of historically underserved populations and access to medical education by minority students.

Team Member on a project to assess the quality and quantity of current space of facilities within the University and Community College System of Nevada.

Research and Analysis Team Member on an assessment of postsecondary education needs and opportunities in the Spokane, Washington, area.

Consultant on an environmental scan for Seattle University in Seattle, Washington.

Project Director for the reengineering of the Office of the Registrar, Florida State University.

Project Director for the reengineering of the Office of Student Financial Aid, Florida State University.

Team Leader for a systems analysis of a project to implement a space inventory and utilization reporting system in Washington's two- and four-year public colleges and universities on behalf of the Higher Education Coordinating Board.

Team leader for the development a technology master plan for Midlands Technical College, South Carolina.

Team leader for the review of student financial aid practices at 17 public higher education institutions in Texas.

Consultant for the program needs analysis phase of the CCNY master plan. The needs analysis included staff interviews, focus groups with each instructional departments, and an analysis of unique programs needs.

*Higher Education (Continued)*

Senior Consultant of a project to estimate repair and renovation needs and elimination of deferred maintenance for the housing system of Evergreen State College in cooperation with BJSS Group.

Consultant on a project for Florida State University to increase the enrollment of the institution, focusing on "first time in college" students, increasing the show rate of applicants, and retaining undergraduate students.

Separated major research projects into manageable components, determined the output or reports needed to address the issue, and identified the data and information needed to produce the output.

Created a national database of higher education participation rates by state based on the population age cohorts 17 and above and 18-44; historical data to Fall 1988.

Established a national database comparing degrees granted by state based on the population age cohort 18-44, by discipline groupings; historical data to academic year 1987-1988.

Evaluated and analyzed legislative proposals and legislation relating to higher education and produced fiscal notes as necessary; balanced proposals against higher education policy to ensure they were in-line; reviewed costs to ensure they were realistic.

Collected, evaluated, and analyzed data on the output of postsecondary educational programs in Texas. Produced documents presenting postsecondary educational supply and occupational demand in a format usable by counselors, educational administrators, and planners.

NATIONAL PANELS AND COMMITTEES

National Postsecondary Education Cooperative (NPEC) Council Member

Team Leader and Presenter at NPEC, November 1995, December 1996, November 1997, and November 1998

NPEC Steering Committee Member, 1994 to present

NPEC Planning Committee Member, 1996; cochair, 1997

State Higher Education Executive Officers/National Center for Education Statistics (SHEEO/NCES) Data Conference Participant, Planner, and Presenter, 1988 through 1996

Western Interstate Commission for Higher Education (WICHE) Joint Purchasing Initiative Committee Member and State Representative

**BYRON L. FOLSOM  
CONSULTANT TEAM MEMBER  
MGT OF AMERICA, INC.**

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**EDUCATION**

Ed.D., Higher Education, Florida State University, 2000

M.S., Rehabilitation Counseling, Florida State University, 1981

B.S., Social Work, Florida State University, Cum Laude, 1974

**RANGE OF EXPERIENCE**

Dr. Folsom has a broad knowledge base in college and university related programming and concerns, including career development, career placement programs, internships, recruitment, strategic program planning, and facilities planning. He has also filled positions as a lead instructor for college courses, a career advisor, an undergraduate studies academic advisor, a career liaison advisor, and a vocational rehabilitation counselor.

**PROFESSIONAL AND BUSINESS HISTORY**

MGT of America, Inc., Consultant, November 1999–present, Senior Analyst, April 1999–November 1999

Florida State University, Law School Office of Career Services, Hardee Fellow, 1998–1999; Lead Instructor, Introduction to Career Planning Course, 1997–1999; Undergraduate Studies Academic Advisor, 1997–1998; Career Placement Office, Career Liaison Advisor to the College of Business, 1997; and Career Center, Career Advisor, 1997

Vaughn Insurance Agency, Insurance Agent/Securities Representative, 1993–1997

**PROFESSIONAL AND BUSINESS EXPERIENCE**

Project Director of an assessment of preventive maintenance practices at Florida's community colleges for the Florida Community College System.

Consultant on a study for the Pennsylvania Commonwealth Commission for Postsecondary Education in the 21<sup>st</sup> Century. This engagement required identifying and analyzing all major state policies within the Commonwealth impacting the cost and price of higher education within the state.

Team Leader on a comprehensive program needs assessment for Jamestown Community College. Conducted interviews with key employers and stakeholders to identify needs and concerns with regard to college programming.

PROFESSIONAL AND BUSINESS EXPERIENCE (Continued)

Consultant for a relocation study contracted to an architect and engineering firm, Moseley, Harris and McClintock, to conduct a needs assessment research for the Tidewater Community College Portsmouth Campus. Led the team that conducted a review and analysis of service area demographics, enrollment trends, educational participation, and attainment data.

Consultant/Trainer for a project to design, coordinate, and deliver Career Development Facilitator Training to over 32 admissions counselors in Florida's Job Corps Program.

Project Director for a needs assessment of graduate-level programs in a three-county market area of the College of Charleston.

Consultant on a comprehensive faculty salary equity study for the Southern Polytechnic State University.

Senior Consultant for a comprehensive market assessment for Logan College.

Consultant on a project for the United Faculty of Florida to assist the union with the development of a strategic plan for decentralized collective bargaining resulting from the reorganization of higher education in Florida.

Program Needs Assessment Team Member on a project for Rensselaer Polytechnic Institute to conduct a comprehensive market study to determine the need, preferences, demand, and pricing options for select graduate and professional programs in their Hartford and Groton Connecticut locations.

Employer Assessment Leader on a project that required conducting a programmatic needs Assessment Study for Florida International University in the Broward County market.

Project director for an engagement that required a feasibility assessment concerning a proposed Newport News Center of Old Dominion University to be located in the downtown harbor area.

Project Director on a project requiring assessment of the Delta Air Lines Career Academy for Aviation Maintenance Technology. The assessment was centered on programmatic quality indicators as outlined by the National Association of Tech Prep Leadership.

Consultant on a study for Florida State University to assist in the development of a legislatively mandated plan for the establishment of a chiropractic education program at the university. Responsible for developing a facilities plan and cost estimate and strategies and programs to enhance recruitment and retention of underrepresented minority students in chiropractic education.

Consultant on an evaluation of the mission and future of Vincennes University for the Indiana Commission on Higher Education.

PROFESSIONAL AND BUSINESS EXPERIENCE (Continued)

Consultant on a review of the current and future educational market trends for the five-county service area surrounding Florida Gulf Coast University.

Student Services Review Team Member on a study of student services delivery options for Ohio State University.

Project director for a management and operations review of the central office of the Association for Institutional Research.

Project director for a project contracted with the College of DuPage to design and conduct a needs assessment of the institution's service district. Supervised data collection, data analysis, and compilation of the report.

Team Member on a study for Florida State University in the development of plans, which had been requested by the Florida State Legislature, to expand medical education programs. Responsible for development of strategies and programs to enhance recruitment and retention of underrepresented minority students in medical education.

Team Member concerning a training needs assessment conducted for the Florida Department of Environmental Protection. Responsible for completing a mail survey, conducting personal interviews and focus groups with senior management staff, and compiling the final report.

Team Leader on a master planning study for Waycross College in Georgia. Oversaw data collection, analysis and report writing.

CURRENT AND PAST PROFESSIONAL AFFILIATIONS

Southeastern Association of Colleges and Employers, 1998–present  
Deacon, First Baptist Church of Tallahassee, Florida, 1997–present  
President, Tallahassee Civitan Club, 1990–1991



**ROBERT HOLLOWAY  
CONSULTANT TEAM MEMBER  
MGT OF AMERICA, INC.**

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**EDUCATION**

B.S., *magna cum laude*, Economics, Florida State University, 1999

**RANGE OF EXPERIENCE**

Mr. Holloway's areas of expertise include statistical analysis; Geographic Information Systems (GIS) analysis; and database design, management, and analysis. He has a depth of experience, particularly within the context of higher education, relating to finance, economics, and demographics and, additionally, is skilled in survey design and implementation. His other proficiencies include a variety of market research methodologies and a broad range of software, including SPSS, SAS, Arcview GIS, and Microsoft Office. Mr. Holloway also possesses experience in Web design, including the use of HTML, dynamic HTML, and Java programming languages.

**PROFESSIONAL AND BUSINESS HISTORY**

MGT of America, Inc., Analyst June 2001 - present; Research Associate, February 2000–June 2001; Research Assistant, August 1999–February 2000.

Florida Department of Transportation, Data Entry, 1997–1998.

Florida Department of Insurance, File Clerk, 1995.

**PROFESSIONAL AND BUSINESS EXPERIENCE**

Database Manager on a project that assisted the Mississippi State Board for Community and Junior Colleges with a study of the state's funding structure for community colleges.

Database Manager on a project that conducted a survey related to mandated programs and debt services for the Kentucky Council on Post-secondary Education.

Data Analyst on an assessment of preventive maintenance practices at Florida's community colleges for the Florida Community College System.

Analyst on study that developed specific findings and recommendations in response to a legislative mandate related to the funding level for the North Carolina Community College System. The findings and recommendations were based on a general assessment of all aspects of the current funding model for operations, considering both equity and adequacy issues, and including policies and procedures regarding use of the formulas.

Analyst on a project for Palm Beach Community College to assist the college in conducting an assessment of demand for alternative delivery of nursing program services and to evaluate the need for new programs in other health related professions.



PROFESSIONAL AND BUSINESS EXPERIENCE (Continued)

Research Analyst on a study for Tallahassee Community to assess the feasibility of and options for expanding its participant housing facility at the Pat Thomas Law Enforcement Academy (PTLEA).

Analyst on an Engineering Program Review for the Florida Community College System.

Analyst on a project that developed a plan to expand the functions of the Illinois Board of Examiners.

Market Analyst for a needs assessment of graduate-level programs in a three-county market area of the College of Charleston.

Analyst on a comprehensive faculty salary equity study for the Southern Polytechnic State University.

Consultant for in-depth analyses of selected administrative functions at Iowa's public universities.

Completed the market analysis and prepared financial pro-formas for a comprehensive student housing study at the University of Michigan- Flint.

Database Manager in charge developing the database and assisting in statistical analysis on a project that assisted the Civic Council of Greater Kansas in its goal of increasing the level of state funding for Kansas higher education.

Financial Analysis Team Member on a project that developed a 10-Year Comprehensive Housing Plan for student housing services for Valdosta State University, Georgia.

Consultant on a project that developed a strategic plan and conducted an organizational review of Bethune-Cookman College.

Consultant on the comprehensive diagnostic analysis phase of an organizational review of Iowa's public universities and special schools.

Team Member on a project for a University Program Review for the Florida State University College of Human Sciences.

Analyst on a project for the Idaho State Board of Education to conduct a two-part equity study of the funding of the four senior colleges and universities in Idaho.

Pricing and Demand Estimation Team Member on a project for Rensselaer Polytechnic Institute to conduct a comprehensive market study to determine the need, preferences, demand, and pricing options for select graduate and professional programs in their Hartford and Groton Connecticut locations.

Financial Analysis Team member on a project to complete an update to the comprehensive student housing plan for the University of Georgia. The work included, through surveys and focus groups, an assessment of student housing accommodations and situations, preferences, and future plans.

**PROFESSIONAL AND BUSINESS EXPERIENCE (Continued)**

Market Research Analyst on a project for the Alabama Institute for the Deaf and Blind to conduct a market analysis and feasibility study for the development of a national community college for the sensory impaired. Gathered information on programs, services, curricula, delivery mechanisms, and residential versus distance learning opportunities, including national and statewide demand.

Statistical analyst and database manager on a compensation study for the Florida Chiropractic Association that focused on two major points of interest to the chiropractic profession and state policy makers, to be used in the development of a policy paper for consideration by the state legislature. The first aspect examined trends in the number of workers' compensation claims treated by chiropractic in the State of Florida annually from 1993 through the most current year available. The second point compared the cost effectiveness of chiropractic versus conventional medical care in the treatment of neuromuscular- and skeletal-related workers' compensation claims.

Market Research Analyst on a project where MGT was a member of a consortium that was charged by the Florida Chamber of Commerce Foundation to update Project Cornerstone, a master plan for the state's economic development. MGT reviewed educational and demographic data to assess Florida's education system and its ability to contribute to economic development, and ultimately develop recommendations for beneficial changes to this system.

Market Analysis Team Member on a project to conduct a programmatic needs assessment study for Florida International University in the Broward County market. This effort included the review of changing market demographics and educational and enrollment data trends.

Team Member on a countywide needs assessment for the St. Lucie Children's Services Council in Florida. The purpose was to document needs and gaps in services relative to children and families in St. Lucie County.

Statistical Analyst on a project that conducted a survey of FICPA membership to document opinions about operational and organizational issues of the association. A random sample of members was interviewed by telephone and results were reported to the FICPA management and governing members. MGT staff assisted the CPAs in sampling procedures and questionnaire design.

Team member of a project that conducted a program needs assessment for the proposed Newport News Center of Old Dominion University to be located in the downtown harbor area. Reviewed population and educational market data, interviewed key employers in the local area, and prepared a summary of programmatic needs.

Analyst on a study in which the architect and engineering firm, Moseley, Harris & McClintock, Virginia Beach, Virginia, retained MGT to conduct a needs assessment research component for the Tidewater (Virginia) Community College Portsmouth Campus Relocation Study.

PROFESSIONAL AND BUSINESS EXPERIENCE (Continued)

Analyst for a project for the Oregon University System to assist the system in: (1) developing aspirational peers for the engineering schools at Oregon State U. and Portland State U.; (2) interviewing officials at OSU, PSU, the University of Oregon, and the Oregon Institute of Technology regarding their future goals and objectives for their engineering programs; and (3) developing cost estimates for the institutions to reach their goals and objectives.

Analyst on a study that conducted a review of how state policies in Kentucky affected the state's independent colleges and universities and developed recommendations as to how the independent institutions could contribute more effectively to Kentucky's higher education goals.

Research Associate on a study for the legislatively established Commission for Postsecondary Education in the 21<sup>st</sup> Century in identifying and analyzing all major state policies within the Commonwealth impacting the cost and price of higher education within the state. Based on the analysis, proposed various alternatives that could be adopted to contain increasing costs and prices.

Research Associate on the year 2000 annual survey for the Florida Institute of CPAs sole practitioner membership. Oversaw the collection of completed surveys, respondent tracking, data cleaning and analysis, and the preparation of the annual report to participating FICPA members.

Research Associate on a study for Florida State University to assist in the development of a legislatively mandated plan for the establishment of a chiropractic education program at the university. The plan addressed such issues as opportunities to increase minority representation in the profession, and strategies for increasing access to chiropractic care for rural and other underserved populations.

Team Member on a comprehensive program needs assessment for Jamestown Community College. Conducted interviews of college faculty, staff, administrators, outside constituencies, and key stakeholders to identify the needs, advantages, and disadvantages of College programs.

Analyst on an evaluation of the mission and future of Vincennes University for the Indiana Commission on Higher Education. The evaluation was completed to help determine what mission Vincennes University served in the statewide system and how they can uniquely serve the state of Indiana in the future, and to recommend the steps needed to reposition the University and the main campus to maximize service and enrollment.

Team Member on a study to conduct a needs assessment in the possible development of selected doctoral programs at the University of North Florida. Activities included an analysis of primary and secondary markets, interviews with and surveys of local employers, and an assessment of internal capacity.

PROFESSIONAL AND BUSINESS EXPERIENCE (Continued)

Analyst on a study, working with the Pappas Consulting Group and Arthur Andersen, assisting the University System of Georgia in conducting a benchmarking study of the 34 USG institutions on selected strategic performance indicators; in conducting a management review of business practices; and in developing a formalized process for the USG to use for collecting data, performing analyses, and reporting accountability.

Analyst on a marketing study for the Venango Campus of Clarion University of Pennsylvania. The study included an assessment of local education, training, and degree program needs as well as a review of current marketing efforts and strategies for reaching enrollment goals.

Analyst on a study that conducted a program needs assessment for Florida Gulf Coast University. The study identified academic programs, continuing education programs, and the service needs of the market that the university can pursue in the future.

Team Member on a project for the University of Wisconsin Colleges, Administrative Services Office, to conduct a management review and operations audit of the office. Issues covered by the review included staffing, training, workflow, quality control, application of technologies, planning and budgeting, and accountability and compliance mechanisms.

Analyst on a project to conduct a community needs assessment for the Quad Cities Graduate Center (a consortium of 12 Illinois and Iowa universities) that had the overall goal of identifying external trends and needs in the Quad Cities area that would impact the types of graduate education required by employers and residents over the next several years.

Analyst on project to develop higher education funding guidelines for the Virginia General Assembly's Joint Subcommittee on Higher Education Funding Policies. The study included an assessment of current funding adequacy among the state's four-year institutions and community colleges, the development of base funding guidelines for four-year institutions and community colleges, and the development of alternatives for maintaining institutional base funding adequacy.

Research Analyst on a study for the University of North Carolina General Administration to conduct a peer faculty salary comparison in response to legislation passed by the North Carolina General Assembly.

