

**Kevin B. Coughlin, Ph.D.**  
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## **EDUCATION**

*University of South Florida, Tampa, Florida:*

Doctor of Philosophy, Curriculum and Instruction - Educational Measurement and Research,  
May 2013

*Dissertation:*

An analysis of factor extraction strategies: A comparison of the relative strengths of principal axis, ordinary least squares, and maximum likelihood in research contexts that include both categorical and continuous variables

*Alaska Pacific University, Anchorage, Alaska:*

Master of Arts in Teaching, Adult and Community Education, May 1997.

*Ohio University, Athens, Ohio:*

Bachelor of Arts, History and Psychology, June 1990.

## **DEMONSTRATED COMPETENCIES**

*Research:*

Research design, learning outcome assessment, program effectiveness assessment, item analysis, univariate statistical methods (general linear models, logistic regression, non-parametric analyses, and descriptive statistics), multivariate analyses (MANOVA, discriminant analyses, repeated measures analyses, factor analysis, structural equation models, and hierarchical linear models)

*Enrollment Management:*

New student recruitment, financial aid operational leadership, financial aid discount rate management, student record management, degree audit program development, student retention efforts, and planning

*Report Writing and Administrative Software:*

SQL Developer, SAS Enterprise, Crystal Reports, Toad, Cognos (Impromptu), Microsoft Access, and Banner

*Statistical Software:*

SAS 9.3 (including IML), HLM 6.0, Testfact, Bilog MG

## WORK EXPERIENCE

*Edison State College*

*Fort Myers, FL*

*November 2010 – Present*

***Registrar and Director of Academic Course Level Assessment***

### DUTIES AND RESPONSIBILITIES

Design and conduct academic program and course level assessment studies  
Write and present research results for faculty, staff, and administrative audiences  
Provide administrators with guidance in the application of research results to planning efforts  
Create institutional effectiveness reports from a variety of data platforms  
Conduct reliability studies and item analyses for a variety of testing instruments and surveys  
Develop queries and data sets to support research and planning efforts  
Develop/present evidence to support SACSCOC accreditation efforts  
Maintain all student, enrollment, course, grade, and degree audit records  
Facilitate the continued development of CAPP and Degree Works degree audit systems  
Ensure transparency and regulatory compliance in all facets of Registrar operations  
Provide overall leadership in academic records and registration operations

### PERSONAL AND TEAM ACCOMPLISHMENTS

Contributed to the resolution of several SACSCOC findings (leading to reaffirmation in 2013)  
Integrated planning software into a suite of comprehensive effectiveness reports  
Developed queries to support assertions regarding SACSCOC compliance  
Enhanced/increased faculty participation in course-level assessment studies  
Recruited qualified professionals to staff new institutional research and planning department  
Served as the research methodologist for three peer reviewed, academic presentations

*Edison State College*

*Fort Myers, FL*

*January 2009 – October 2010*

***Dean of Student Services***

### DUTIES AND RESPONSIBILITIES

Provide leadership for a multi-campus, comprehensive suite of student services  
Lead operational reform efforts in financial aid, records/registration, and academic advising  
Work with IT department to integrate document imaging into financial aid operations  
Work with department directors to develop departmental missions, outcomes, and goals  
Work with department heads to develop comprehensive, written procedures  
Facilitate training in improvement plan development, assessment, and program evaluation

### PERSONAL AND TEAM ACCOMPLISHMENTS

Enhanced service capacity to accommodate 42% increase in student population  
Increased the efficiency in the services provide by academic advising department  
Achieved a 17.5 minute average wait time for walk-in advising (for Fall 2010)  
Decreased average time from ISIR reception to award by 50% (for Fall 2010)  
Lead internal and external catalog initiative in records/registration  
Contributed to enhancement in transcript evaluation process

Lead the implementation of document imaging in financial aid  
Developed a comprehensive set of operating procedures

*University of South Florida St. Petersburg*

*St. Petersburg, FL*

*February 2004 – December 2008*

***Director of Admissions and Records; Director of Enrollment***

**DUTIES AND RESPONSIBILITIES**

Build and lead an operationally autonomous office of records and admissions  
Provide Deans and department managers with ad-hoc queries and reporting services  
Write and implement staff, communication, and budgeting plans  
Develop queries and procedures to support CRM (*Hobsons*) implementation effort  
Write and implement (within budgetary constraints) staff development model  
Provide direct registration services for students, staff, faculty, and administration  
Facilitate staff training and system authorization (i.e., train the trainer)  
Provide administrators with effective access to student and course record data

**PERSONAL AND TEAM ACCOMPLISHMENTS**

53% increase in first time freshman for Fall 2008 (over Fall 2007)  
4% increase in credit hour production for Fall 2008 (over Fall 2007)  
5% increase in credit hour production for Spring 2008 (over Spring 2007)  
35.5% increase in first time freshman for Fall 2006 (over Fall 2005)  
5.0% increase in credit hour production for Fall 2006 (over Fall 2005)  
First department (Spring 2006) to implement Banner imaging system  
Contributed to successful pursuit of autonomous SACS accreditation  
Obtained authority to autonomously admit undergraduate applicants (2006)  
Developed first, regional campus “Academic Regulations Committee”  
Lead department in successful pursuit of autonomy in several operational areas

*Lake Erie College*

*Painesville, OH*

*January 2000 – January 2004*

***Dean of Admissions and Financial Aid; Vice President for Enrollment Management***

**DUTIES AND RESPONSIBILITIES**

Provide leadership in all facets of new student enrollment  
Use existing organizational structures to reform admissions and financial aid team  
Manage institutional discount rate to maximize new student enrollment  
Develop and implement proactive re-recruitment/retention initiatives  
Work with various constituencies to develop a strategic enrollment plan  
Establish an institutional Office of Enrollment Management  
Manage a team of six professionals, three support staff, and eight telemarketers  
Prepare data submissions for mailing contractors and auto-dialer  
Develop new methods of applying technology to meeting team goals  
Manage three departmental budgets  
Serve on President's cabinet

PERSONAL AND TEAM ACCOMPLISHMENTS

3-year growth (99-02) in full-time undergraduate enrollment of 47.8%  
6.2% increase in first time, full-time freshmen for Fall 2002  
12.3% increase in full-time undergraduate enrollment for Fall 2002  
14.5% increase in credit-hour production for Fall 2002  
Promoted to Vice President for Enrollment Management (Fall 2002)  
Developed enhancements for CARS system through Impromptu  
Developing five-year, strategic plan  
15% increase in full-time credit hour production for Fall 2001  
46% increase in full-time enrollment for Fall 2001  
48% increase in first-time, full-time freshmen for Fall 2001  
8% increase in new, full-time undergraduate enrollment for Fall 2000  
56% increase in full-time, transferring students for Fall 2000  
10 % increase in full-time, credit-hour production for Fall 2000  
5% decrease in institutional discount rate for new students for Fall 2000  
Fall 2000 efforts contributing to an 11% increase in full-time students

*Redlands Community College*

*El Reno, OK*

*October 1996 – January 2000*

***Title III Student Retention Developer; Registrar; Director of Enrollment Management***

DUTIES AND RESPONSIBILITIES

Revise and implement enrollment management plan  
Direct new student recruitment and student retention efforts  
Manage a team of four professional advisors and three support staff  
Maintain all student, enrollment, course, grade, and degree audit records  
Implement the Document Imaging Program  
Provide institutional research and state reporting services  
Manage state "Unitized Data System" files  
Manage graduation process from initial degree checks to commencement  
Serve as a voting member on Academic Affairs Committee  
Facilitate institutional partnership with a distance education contractor  
Develop and implemented Poise-based Degree Audit System  
Provide academic advising and registration services  
Develop Poise-based Early Academic Warning and Intervention System

PERSONAL AND TEAM ACCOMPLISHMENTS

Streamlined academic advising center to provide comprehensive service  
Managing the implementation of the "RCC-Admit" institutional software system  
8% increase for Fall 1998 (following two consecutive decreases in Fall enrollment)  
10% increase in credit-hour production and FTE for Fall 1998  
9% increase in head-count for the 1998-99 academic year  
11% increase in FTE and credit hour production for Fall 1999  
Full implementation of computerized Degree Audit  
Incorporation of three catalog cycles into Degree Audit program  
Incorporated re-recruiting process into enrollment plan

Extending availability of computerized intervention system  
Improved academic advising availability with existing personnel  
3% increase in continuing student enrollment for Spring 1997  
40% increase in faculty participation in Early Intervention and Warning System

*Peru State College*

*Peru, NE*

*August 1994 – August 1995*

***Admissions Counselor/Transfer Coordinator***

**DUTIES AND RESPONSIBILITIES**

Prepare, presented, and implemented new recruitment strategies;  
Initiate and manage the "Telephonic Emissary" program  
Prepare all Student Information System reports (via Focus)  
Manage recruiting territory (Western Nebraska and Wyoming)

**PERSONAL AND TEAM ACCOMPLISHMENTS**

12.5% increase in Residence Hall occupancy for the Spring 95 Semester  
100% conversion of mailing and phone efforts to "Focus" management  
400% increase in Scholarship Applications for the Fall 95 Semester

*Alaska Pacific University*

*Anchorage, AK*

*July 1992 – August 1994*

***Admissions Advisor; Assistant Director of Admissions***

**DUTIES AND RESPONSIBILITIES**

Provide operational assistance to departmental directors  
Coordinate mass mailing campaigns through CMDS student information system  
Provide initial transcript evaluations for prospective transfer students  
Manage recruitment territory (Alaskan high schools and community colleges)  
Serve on institutional Retention and Student Service Committees  
Build freshman class (initial recruiting responsibility)  
Advise college-bound students and their families

**PERSONAL AND TEAM ACCOMPLISHMENTS**

Facilitation of two director changes in one recruiting season  
Conversion of reporting and inquiry management to TEAMS SIS  
Promoted to Assistant Director (August 1993)  
28% increase in freshman enrollment for the Fall 93 Semester  
10.5% increase in full-time enrollment for the 1992-93 academic year  
Meeting 100% of Fall 93 enrollment goal (20% larger goal than Fall 92)  
Developed queries to drive 100% of outbound communications

## COMMITTEES AND ASSOCIATIONS

*Florida Educational Research Association*

October 2004 – Present: Student Member

*National Council on Measurement and Education*

October 2004 – May 2009: Student Member

*Florida Association of Collegiate Registrars and Admissions Officers*

July 2004 – June 2005: Vice President for Communications and Technology

July 2005 – June 2006: Vice President for Professional Development

July 2006 – June 2007: Corporate Liaison

*Lake County Education Assistance Foundation (LEAF)*

July 2001 – July 2003: Board Member

*Oklahoma Association of Collegiate Registrars and Admissions Officers*

December 1998 – November 1999: Vice President for Data Management/Institutional Research

## PUBLICATIONS AND CONFERENCE PAPERS

Coughlin, K., Kromrey, J., & Hibbard, S. (October, 2013). *Using predetermined factor structures to simulate a variety of data conditions*. Paper Presented at the 2013 Southeast SAS® Users Group. St. Petersburg, FL.

DeLuca, E. & Coughlin, K. (February, 2013). *Using mixed methods to assess the efficacy of a first-year experience course and program*. Paper presented at the 32<sup>nd</sup> Annual Conference on the First-Year Experience®. Orlando, FL.

Rendina-Gobioff, G., Kromrey, J., & Coughlin, K. (April, 2009). *Detection of publication bias in meta-analysis: Empirical investigation of fixed, random, and conditionally random models*. Paper presented at the American Educational Research Association annual meeting, San Diego, CA.

Rendina-Gobioff, G., Kromrey, J., & Coughlin, K. (November, 2008). *Fixed or random effects, that is the question: The process and impact of model selection on meta-analysis results*. Paper presented at the Florida Educational Research Association annual meeting, Orlando, FL.

Kromrey, J. D. & Coughlin, K. B. (2007). *ROBUST\_ES: A SAS® Macro for Computing Robust Estimates of Effect Size*. *Proceedings of the Southeast SAS Users Group*.

Kromrey, J. D. & Coughlin, K. B. (November, 2007). *ROBUST\_ES: A SAS® Macro for Computing Robust Estimates of Effect Size*. Paper presented at the Southeast SAS Users Group, Hilton Head, SC.

- Kirkman, S., Coughlin, K., & Kromrey, J. (April, 2007). Correlates of satisfaction and success in self-directed learning: Relationships with school experience, course format, and Internet use. *International Journal of Self-directed Learning*, 4(1). 39-52
- Earl, S., Romano, J., Hohlfeld, T., Andryc, B., Coughlin, K., Wao, H., Phan, H., Chavez, T., Helmick, I. & Kromrey, J. (2007, April). *Commitments and practices in research ethics: An empirical investigation of doctoral student preparation*. Paper presented at the annual meeting of the American Educational Research Association, Chicago, IL.
- Earl, S., Romano, J., Hohlfeld, T., Andryc, B., Coughlin, K., Wao, H., Phan, H., Chavez, T., Helmick, I. & Kromrey, J. (2007, February). *Doctoral student knowledge and perceptions of ethical research practice: An empirical investigation*. Paper presented at the annual meeting of the Eastern Educational Research Association, Clearwater, FL.
- Alach-Earl, S., Coughlin, K., Hohlfeld, T., Romano, J., Helmick, I., Phan, H., Wao, H., Andryc, B., & Kromrey, J. (November, 2006) *Preparation in research ethics among college of education doctoral students: An empirical investigation*. Paper presented at the Florida Educational Research Association annual meeting, Jacksonville, FL.
- Kirkman, S., Kromrey, J., & Coughlin, K. (February, 2006). *Correlates of satisfaction and success in self-directed learning: Relationships with school experience, course format and Internet use*. Paper presented at the 20<sup>th</sup> Annual International self-Directed Learning Symposium, Cocoa Beach, FL.
- Kirkman, S., Kromrey, J. Breedlove, C., Schneider, R., & Coughlin, K. (April, 2006). *A case study of collaborative learning in higher education*. Paper presented at the annual meeting of the American Educational Research Association, San Francisco, CA.