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AIR Outstanding Service Award Committee
December 17, 2022

Dear Committee Members,

I write to nominate Dr. Henry Zheng for AIR's 2023 Outstanding Service Award. Please find attached letters of support from colleagues that show Dr. Zheng's commitment to IR through his work roles, to AIR, and to affiliated groups. They document his dedication and service given over many years and show that his knowledge, leadership, and many acts of collegial and collaborative work amply qualify him for this award.

Over his career, Henry has been a true leader in institutional research. Since 2021, Dr. Zheng has served as the inaugural Associate Vice Provost for Institutional Effectiveness and Planning at Carnegie Mellon, due to his expertise in data management, data analytics, and the important need to contextualize information for the specific institution or situation at hand. Prior to his work at Carnegie Mellon, Dr. Zheng served in several senior leadership positions related to IR at The Ohio State University, and was acknowledged for his high level work with data dashboards. Throughout his career, Henry has been a dedicated leader in NEAIR (NorthEast AIR) and OCAIR (Overseas China AIR), serving as Chair of OCAIR in 2021-2022. He served on the Nominations and Elections Committee for AIR and NEAIR, and has served in numerous other volunteer roles for the AIR, NEAIR, and state groups. His record of publication and presentations is impressive and shows his commitment to sharing knowledge with others.

In addition to Henry's dedicated and deep work as an IR practitioner, he is also a scholar. Among his publications, I was honored to have Henry serve as a co-editor with me on a recent book entitled *Big Data on Campus: Data Informed Decision Making in Higher Education* (published by Johns Hopkins Press in 2020). Although I've known Henry for many years through our AIR connections, I came to know him better as we endeavored the *Big Data on Campus* book. I believe the book serves as an example of his dedication to IR and to sharing his knowledge with others in the IR profession. In developing the book, I saw Henry's deep and clear understanding of issues related to data analytics, and I valued his hands-on experiences. He has a true grasp of the issues and his knowledge fully helped to produce a strong document. Henry never once complained about the time required for multiple reviews of each chapter, edits, and extra work, often with a very short time line. He gladly pitched in and helped make each chapter stronger. Because of his knowledge and tenacity, I believe the members of AIR have a strong document that provides important guiding points to be considered as we move further into the world of data analytics.

I have also seen and experienced Henry's kind, patient, and thoughtful approach as he interacts with others. Not only does he include everyone in the conversation, he is careful to be supportive and inclusive of others in every conversation. I consider him a valued colleague and friend.

I hope you will agree that the 2023 Outstanding Service Award should be awarded to Dr. Henry Zheng. His career has been dedicated to advancing the field of IR through leadership, scholarship, and service. Henry is an exemplary role model for our profession, dedicated to serving others in the field of IR. Please let me know if I can provide additional information.

Sincerely,

Karen L. Webber

Karen L. Webber

Professor Emeritus

AIR President, 2022-2023

December 5, 2022

2022-2023 AIR Awards Selection Committee
Association for Institutional Research
1563 Capital Circle SE 1012
Tallahassee, FL 32301

Re: Nomination of Dr. Henry Zheng for the AIR Outstanding Service Award

Dear AIR Awards Selection Committee Members:

I would like to take this opportunity to recognize and show my strong support for the nomination of Dr. Henry Zheng for our Association's Outstanding Service Award. As a long time AIR member, Henry is well-known among AIR members and colleagues in the broader Institutional Research (IR) community about his knowledge and expertise in IR and data analytics. His recent publication, co-authored with Dr. Karen Webber, titled "Big Data on Campus: Data Informed Decision Making in Higher Education" is considered a leading text on data analytics offering relevant and timely review of some of the innovative practices in our field. Not only is Henry a thought leader on data-informed decision-making in higher education but also a humble and generous lead contributor of his experience and knowledge with IR colleagues through a variety of venues. Over the years, Henry has provided outstanding services to AIR by volunteering for supporting AIR Forum activities including reviewing submitted proposals, serving as an elected member for the AIR Nominations and Elections Committee, as well as sharing his research as speakers/session presenters at the AIR Forums. In addition, he makes time to take part in sharing his prowess on data governance, a timely and hot topic in our field, through eAIR newsletter, occasional papers, and via webinars to reach more of our AIR members and colleagues in the broader IR community beyond attendees of the AIR Forums.

Henry's dedication to AIR and his passion for the IR profession remain to today as when I first met him at one of the AIR Forums in early 2000. In addition to sharing his work and catching up with friends at the forums, Henry is always first to seek out newcomers and makes his way over to introduce himself, welcomes them to the forums, and offers to answer their questions about AIR and the forums. Aside from offering his outstanding leadership and services to AIR, Henry is also actively involved in both regional and non-geographic AIR Affiliated Organizations, such as North East Association for Institutional Research (NEAIR) and Overseas Chinese Association for Institutional Research (OCAIR), and his name is often seen to be associated with the important topics in our field, such as benchmarking, business intelligence, data analytics, data governance, and strategic planning. Knowledge can be said as power but sharing of knowledge is far more powerful as demonstrated by Henry for his outstanding services to AIR and the IR community through consistent and active contribution of his knowledge and ideas for the continuous improvement of our field.

Along with hearing about Henry's good works, I have had the privilege to collaborate closely with him for an extended period of time to find ways to contribute and support our IR community, and I know it firsthand about Henry's heart for servant leadership and for putting others before himself. And with this personal knowledge about Henry, I strongly support his nomination for this year's AIR Outstanding Service Award. Thank you for your kind consideration and if there is any further information that I can provide to support Henry, please don't hesitate to contact me at chow@rose-hulman.edu or by phone at (812) 877-8910.

Sincerely,

Timothy Chow, PhD
Director of Institutional Research
Rose-Hulman Institute of Technology
Former AIR Board Member/INAIR Past President/OCAIR Past Chair

Dec 2, 2022

Outstanding Service Award Committee
Association for Institutional Research
1435 Piedmont Drive East, Suite 211 Tallahassee, FL 32308

RE: Support for Nomination of Henry Zheng for Outstanding Service Award

Dear Colleagues,

It is my great honor to write this letter to support the nomination of Dr. Henry Zheng, Vice Provost for Institutional Effectiveness and Planning at Carnegie Mellon University, for the AIR Outstanding Service Award. I have known Dr. Zheng's professional work for a long time. For the past three years, I had the privilege to work closely with him on the steering committee of Overseas Chinese Association of Institutional Research (OCAIR), a group that consists of about 400 professionals who use data and analytics for decision support at hundreds of US colleges and universities. Henry chaired the committee during 2021-2022 and organized a series of professional development events for the members. I thoroughly enjoy working with him.

Henry has served the AIR community in both a formal capacity and as an informal mentor for many AIR members. As someone who has more than 25 years of experience in higher education and has been an active member of the AIR community since 1999, he is well-known for his participation in various activities at AIR. For example, he is a long time AIR Forum proposal reviewer, and has led many presentations and panel discussions over the years. He was an elected member of the Nomination and Election Committee of AIR in 2018-2020, and was also a contributor to the eAIR newsletter on data governance. When he served as the Vice Provost for Institutional Research and Strategic Analytics at Lehigh University, Henry was also an active leader of the Northeast Association of Institutional Research (NEAIR). He served on the Grants Committee, Nomination Committee, and Ad Hoc Strategic Planning Committee, in addition to being a regular presenter and workshop instructor.

The reason I believe Henry deserves this award is not only due to his formal leadership. His *non-formal* leadership and service has had an even greater impact on the community members, especially junior IR researchers new to the field, and international researchers new to US. He shows people that service is not a burden, but leadership. For example, Henry is a great mentor to anyone who seeks advice. He made an effort to share resources and networks with others. Over the years, he has helped many IR colleagues develop career roadmaps. He also founded the professional development series at OCAIR. I had the fortune to be the moderator for the first event, "personal journeys to a successful institutional research career," and Henry was one of the panelists who generously shared their personal stories. The panel was a great success thanks to Henry's leadership.

Finally, Henry is also a visionary scholar and innovative practitioner. His co-edited book *Big Data on Campus: Data Analytics and Decision Making in Higher Education* offered great insights for institutional researchers to reflect upon the difference between data-driven and data-informed culture in the era of big data. He led his team at The Ohio State University to create one of the nation's best COVID-19 dashboard systems, and shared the lessons learned in an article in *New Directions in Institutional Research*. He is currently leading a reading group on machine learning in institutional research and is helping the group members to translate the reading notes into an AIR forum presentation.

In short, I can think of no one more deserving of this award than Dr. Henry Zheng. Please feel free to contact me for any additional information you may require.



Wen Qi, Ph.D.
Director of Faculty Analytics, Office of the Vice Provost for Faculty & Academic Affairs
Indiana University Bloomington
AIR member since 2007



December 23, 2022

Outstanding Service Award Committee
Association for Institutional Research

Dear Outstanding Service Award Committee:

It is with greatest pleasure that I offer my unwavering support for Henry Zheng to receive the Association for Institutional Research Outstanding Service Award. I have known and worked with Henry for a decade as a colleague in the field, as a collaborator, and as a thought-leader. His dedication to advancing the craft and field of institutional research is exemplary, and I am honored to call him not only a leader in the field but also a friend.

Henry's service to the profession of institutional research speaks for itself. He has been a dedicated leader in NEAIR and OCAIR, most recently serving as Chair of the latter group. He has served on the Nominations and Elections Committee for AIR and in numerous other volunteer roles for the Association. Henry consistently volunteers to review presentations for the AIR Forum, and he always presents at the Forum and encourages his junior colleagues to do so too. His record of publication and presentations in the field is outstanding. I have had the pleasure of working with Henry and his co-editor Karen Webber in publishing a cutting-edge volume about the influence of big data on university campuses, and throughout the process, Henry was encouraging and supportive, pushing all of us to expand the horizons of our thinking.

It is Henry's selfless and collegial disposition that doesn't show up on a CV, however, that is perhaps of greatest note. To offer a personal example, during the onset of COVID-19 in summer 2020 when we were developing institutional dashboards to present information about our campus response to the pandemic, I reached out to Henry for advice. The environment was tense, missteps were publicly lambasted, and time was at a premium. Henry wasn't only willing to take my call, but took me behind the scenes, as it were, to share lessons learned and his own campus's approach to preparing a dashboard offered invaluable insight to me and my team. I can honestly say that Henry's forthcoming discussions with me about his approach at his institution helped us to develop one of the earliest award-winning COVID-19 dashboards. (It is worth noting that [Henry's team went on to exceed](#) our early performance). This anecdote, however, has been repeated countless times with IR professionals whom Henry has mentored and supported.

Henry is an eminently deserving nominee for the Outstanding Service Award, and I encourage the Committee to give his nomination the fullest consideration.

Sincerely,

A handwritten signature in black ink that reads "Braden J. Hosch". The signature is written in a cursive style with a large initial "B".

Braden J. Hosch, Ph.D.
Vice President
Educational & Institutional Effectiveness
Stony Brook University

Curriculum Vitae

Henry Y. Zheng

50 Oakhurst Circle, Pittsburgh, PA 15215

Tel: 614-432-5431, E-Mail: hzheng3388@gmail.com

EDUCATION

- ***Doctor of Philosophy*** in Public Policy and Management, 1999. John Glenn School of Public Affairs, The Ohio State University
- ***Master of Business Administration***, 2003. Fisher College of Business, The Ohio State University
- ***Master of Arts*** in Political Science, 1989. College of Behavioral and Social Sciences, The University of Akron
- ***Bachelor of Science*** in Finance, 1984. College of Economics, Jinan University of China

PROFESSIONAL EXPERIENCE

Vice Provost for Institutional Effectiveness and Planning

Carnegie Mellon University, June 2021 - Present

Serves as CMU's inaugural leader in institutional effectiveness and planning. Oversees the Office of Institutional Research and Analysis and the Office of Advanced Analysis and Data Science. Provides oversight for internal and external reporting of the university's assessment plan. Leads and facilitates data-informed decision-making at CMU, including data governance and integrity. Provides strategic guidance for planning, evaluation, data analysis and research methodologies that support key initiatives and stakeholders across the university. Responsible for elevating CMU's institutional research and planning efforts through utilization of institutional information assets to improve CMU's academic missions and operational effectiveness.

Highlights:

- In collaboration with IT, academic, and operational leaders across the campus, built a comprehensive plan to create a university data integration and dashboard development strategy and will co-lead its full implementation over the next 3 years.
- Chairs the development of an enterprise-wide carrying capacity analysis to examine how enrollment management initiatives might affect faculty, staff, space, and financial resource allocation and long-range planning for the University.
- Conducted a comprehensive review of the University's strategic positioning in college rankings and reputation assessment to identify strategic and tactical initiatives that will focus on strengthening and expanding the University's distinctive excellence in teaching, research, student success, and innovation.
- With support from the Provost and the University leadership, proposed a new organizational structure for the Office of Institutional Effectiveness and Planning and instituted a set of operational objectives for the new Office to provide data analytics leadership on campus, in partnership with university and college leaders and stakeholders.

Associate Vice President for Strategic Analytics

The Ohio State University, January 2019 – May 2021

Oversaw institutional research and planning, competitive intelligence, and strategic analytics functions at the Ohio State University. Provided analytics leadership to Ohio State's academic and research enterprise by delivering data analytics services on competitive research landscape, funding trends, industry and corporate intelligence, academic program evaluation, and performance dashboards. Directed reporting functions related to the university's accreditation, survey research, and external data reporting. Worked collaboratively with IT, data science, assessment and organizational effectiveness leaders and professionals across the University to promote a data-informed decision-making culture.

Highlights:

- Served as the analytics leader in the design and development of the University's national award winning COVID-19 dashboard system to support safe campus operations, testing data reporting, quarantine housing, contact tracing and compliance operations.
- Served as a senior staff advisor to OSU's Post-Pandemics Response Task Force. Compiled and analyzed data to develop various decision scenarios and developed a decision dashboard to inform OSU's Board of Trustees and senior leaders on campus re-opening decisions for Autumn 2020.
- Supervised the development and updates of the Academic Affairs, Research and Student Life Scorecards for review and discussion with the Board of Trustees on a quarterly basis. Worked collaboratively with university senior leaders to ensure that key performance measures align with enterprise-wide strategic objectives and data are reported accurately, timely, and comprehensively.
- Conducted on-going strategic capability and competitive landscape analysis of Ohio State's academic programs and overall University operations for strategic conversations with university senior leaders.
- Created a data model to analyze and map the competitive landscape for sponsored research funding and to identify areas when external opportunities and internal strengths converge.
- Chaired Ohio State's economic, community and societal impact assessment team. Oversaw the vendor selection process as well as the completion of the bi-annual economic impact study. Built a comprehensive database to collect data and narrative stories to support the on-going tracking of Ohio State's impacts in our communities and beyond.

Vice Provost for Institutional Research and Strategic Analytics

Lehigh University, April 2016 – December 2018

Reported directly to the Provost and Senior VP for Academic Affairs. Served as the primary adviser and counsel to the Provost and senior University leaders regarding matters related to institutional research, assessment, strategic planning, and enterprise-wide data analytics strategies. Provided operational leadership for the Office of Institutional Research and Strategic Analytics. Responsible for institutional data and reporting including analysis, dissemination, and proper use policies. Conducted special studies as requested by the President and Provost and responded where appropriate to requests for institutional information. Chaired the University's Data Governance Executive Committee and provided executive leadership to strategic analytics development efforts, including the development of data strategies to promote a data-informed decision-making culture.

Highlights:

- Initiated and co-chaired a University-wide strategic analytics planning process that involved senior leaders across the campus and developed a strategic analytics plan to: 1) build a robust data infrastructure to position the University for the "big data" age; 2) restructure the data governance process to include a strategy leadership team and an operational committee; 3) design a collaborative analytics development platform that will be shared and used by units across the campus to promote data transparency and liquidity. The Plan was approved by the Provost and the CFO with additional staff FTEs and budget allocated for the key initiatives. The Office of Institutional Research was renamed Office of Institutional Research and Strategic Analytics.
- Chaired the Data Governance Executive Committee and sets agenda to guide data strategy developments focusing on the appropriate and responsible use of data assets across the campus to support decision making, learning analytics, process improvement, and student engagement life-cycle management.
- Analyzed college ranking data across different ranking systems, including the US News and World Report, Times Higher Education / Wall Street Journal, Kiplinger's, Washington Monthly, and Money Magazine. Identified key driving factors of ranking changes over the years and prepared a comprehensive analysis to share with the Board of Trustees and the senior leadership for strategic discussions.
- Led major analytics projects, including: 1) a 10-year study of faculty compensation comparing Lehigh University's faculty salaries to those peer institutions, using customized peer lists based on academic disciplines to ensure comparability; 2) a comprehensive market analysis on health sciences education and research to prepare for the formation of a College of Health at Lehigh University; 3) the development of an enrollment projection and management model to support the President's Path to Prominence vision, leading to the targeted increase of undergraduate enrollment in key recruitment markets; 4) coordination of a faculty survey in partnership with Harvard University and provided analysis reports to the Provost and academic leaders.

- Launched a collaborative data analytics platform to include an enterprise data server to house analytics data assets, an enterprise Tableau Server to house managerial reports and data visualization modules. Provided a self-service data portal to key university data assets and performance dashboards.
- Supervised a team of professional staff, including an assistant vice provost, 2 research analysts, 2 business intelligence developers, a data governance manager, and an office coordinator, and 2 graduate assistants.

Administrative Director of Strategic Analytics

Ohio State University Wexner Medical Center, April 2013 – March 2016

Responsible for leading enterprise-wide analytics projects to address major strategic, financial, and operational management issues facing OSU Wexner Medical Center. Managed business intelligence and strategic analytics staff and collaborate with academic, clinical, IT and business partners across the Medical Center to develop actionable and strategic insights for organizational decision making. Served as co-chair of the enterprise data governance committee and led the development of an analytics collaboration framework to address priority analytical and decision issues at the OSU Wexner Medical Center.

Highlights:

- Served as the data analytics leader in the Medical Center’s transformational Operational Efficiency and Effectiveness initiative by analyzing operations, budget, personnel, revenue and cost data to identify opportunities for cost savings and operations improvements.
- Appointed by Medical Center leadership to serve as interim leader of OSU Wexner Medical Center’s Supply Chain Analytics, leading the development of “SpendCube” – a data mart that serves the data needs of the enterprise’s \$800 million annual supply chain operations. Led the development of supply chain benchmarking efforts with Health Care Advisory Board and University Health Consortium.
- Performed data analysis to develop cost savings targets and validated data saving outcomes, in collaboration with external consultants and Medical Center senior leadership.
- Developed a competitive intelligence development process to analyze and interpret competitive dynamics in the local and regional market areas, identifying and tracking major trends and translating their implications for senior leaders of OSU Wexner Medical Center.
- Developed a comprehensive model for identifying and scoring strategic partnership and affiliation opportunities. Collected baseline data and continue to update financial, operational, quality, demographics, and socioeconomic data to enable the model and to run dynamic scenarios.
- Used strategic thinking to understand the big picture, integrating disparate pieces of information (e.g. analyst reports, internal data, primary research), synthesizing findings into cohesive whole and making broad business recommendations.
- Co-led the development of an enterprise-wide data governance and analytics development model in close partnership with IT, Finance, and Academic mission leaders.
- Led the evaluation, management, and vendor selection process for the Medical Center’s physician relationship management (PRM) and customer relationship management (CRM) system development project. Created a data-guided outreach and marketing campaign process to customized key marketing messages and use feedback data to evaluate effectiveness and ROI.

Assistant Vice President for Financial and Human Resources

Office of Academic Affairs, The Ohio State University, April 2011 – March 2013

Reported directly to the Executive Vice President and Provost of the Ohio State University. Provided executive leadership to financial, human resources, administrative, and information management functions at the Office of Academic Affairs. Reviewed and advised decisions on university strategic plan initiatives and program development plans. On behalf of the Provost, reviewed and approved University senior leaders’ program budget, travel and business expense requests. Assisted the Provost and the Vice Provosts in major strategic planning, organization development, and program development efforts at the University. Managed the annual budget planning process and special funding requests of

academic support units. Served as Office of Academic Affairs' fiscal and administrative liaison to chief financial officers at OSU's 14 colleges and 4 regional campuses.

Highlights:

- Working with the Vice Provost for Academic Planning, integrated and leveraged enterprise financial, student, faculty, and space data resources to create a college financial profile system to understand the fiscal performance of colleges and regional campuses.
- Assisted the Provost in university-wide strategic planning and performance scorecard development efforts and served as the financial leader in the development of a budget of \$500 million to fund the University's "Discovery Themes" initiative in supporting key academic program development efforts.
- Led a major organizational streamlining effort in redesigning workflow processes and organizational structure of the Office of Academic Affairs' financial and human resource service centers, yielding a total of 15 staff FTEs or nearly \$1,000,000 in permanent budget savings.
- Proposed a business plan development and tracking process to help colleges and departments prepare strategic funding requests from the Provost's Office in a more coordinated manner and in alignment with the University's strategic priorities.
- Supervised the work of external consultants in reviewing and re-structuring the Office of Continuing Education to re-focus the Office's missions to develop cutting edge distance and extended education programs, including the joining of Coursera Consortium in offering MOOC courses on-line.
- Collaborated with senior administrative and financial officers of OSU's 4 regional campuses to develop their financial strategies.

Director of Strategic Planning

The Ohio State University Wexner Medical Center. Sept 2005 to April 2011

Working closely with OSU Medical Center senior leaders, actively involved in the development, implementation, and on-going review of the enterprise-wide strategic plan for the OSU Medical Center which includes the College of Medicine, OSU Physicians, OSU Health System and Hospitals, Health Sciences Centers and Institutes, and OSU Prime Care Network. Served as the principal planning consultant in the development and implementation of the methodology and strategy used in identifying the Medical Center's six signature programs as well as the annual strategic budget priority meetings. Provided strategic planning consulting services to external customers and developed strategic plans for clients such as the OSU Health Plans, OSU College of Public Health, the Office of Health Sciences, and the Global Health Initiatives. Provided on-going market and industry trend analysis for senior leaders.

Highlights:

- As a principal contributor to the OSU Medical Center's enterprise strategic planning efforts, helped create a strategy map that was recognized by University Health Consortium as a best practice and served as a core facilitator in the development of the Medical Center 5-year strategic plan.
- Organized in-depth financial and operational data analysis leading to the development of OSUMC's six signature programs and three emerging areas of research development.
- Conducted a comprehensive data-based assessment of the market and competitive dynamics of academic medical centers nationwide and identified Ohio State's performance gaps from its aspirational peers -- providing a key framework for strategic discussions.
- Participated in the development of long-range planning models for OSU Medical Center's \$1.1 billion expansion and growth. Used external data to validate projection models.
- Developed business plans that contributed to the recruitment/retention of leaders for the following programs: Center for Microbial Interface Biology, Department of Pathology, Center for Diabetes Research, Division of Digestive

Health, Department of Radiation Oncology, Division of Hospitalist Medicine, Center for Human Cancer Genetics, and OSU Transgenic Mouse Core.

- Guided the development of a number of program- and College-level strategic plans, including the plans for the Clinical Trial Management Office, Critical Care Signature Program, OSU Rehabilitation Hospital, School of Allied Medical Professionals, College of Public Health, OSU Health Plan, and Office of Health Sciences.
- Developed a faculty and research space projection model to assist the Vice Dean for Research (Dr. Whitacre) for faculty recruitment and research facility planning.

Business Performance Officer

The Ohio State University Medical Center. September 2003 to September 2005

Directed analytical studies to understand the market and economic conditions of academic medical centers. Managed the integration of the business plan development and performance tracking/review process at the Medical Center. Prepared business plan performance annual reports for senior leadership and auditors in preparation for accreditation and internal performance reviews.

Highlights:

- Assisted the Medical Center's Chief Strategy Officer in the development of a series of Balanced Scorecards (Health System, College of Medicine, OSU Physicians, Prime Care Network, and major product lines) leading to the quantitative measurement and on-going monitoring of improvements in business results.
- Developed a business plan development process to help guide business expansion and major recruitment efforts, changing the decision process to be more strategic, more purposeful, and more result-oriented.
- Developed a Market Intelligence Report that tracks market changes and industry trends to assist decision making.

Director, Institutional Research and Reporting

The Graduate School of the Ohio State University. July 2002 to September 2003

- Reported directly to the Vice Provost and Dean of the Graduate School, Dr. Susan Huntington.
- Responsible for developing the Graduate School's electronic data reporting and analytical process. Chaired a committee of data users and data owners to develop strategies, tactics and key milestones in converting data storage and reporting systems from diverse software packages and platforms to a more integrative system.
- Responsible for ongoing research and reporting of data and statistics on graduate education at The Ohio State University. Conducted benchmark studies of graduate programs and identified best practices. Prepared program review data and documents for accreditation agencies.
- Conducted analytical studies in response to requests from college deans, Ohio Board of Regents, and the National Science Foundation.

Senior Strategic Planning Analyst

Office of Institutional Research and Planning

The Ohio State University, September 1997 to July 2002

- Analyzed large scale national data sets such as IPEDS, NSF, AAUDE, and ISI, to conduct institutional research and strategic planning studies to support university-level benchmarking to assist decision-making.
- Prepared the University's annual Financial Benchmark Report for the Senior Vice President for Finance and the Board of Trustees. Developed a widely-used presentation that summarized the University's budget restructuring process.
- Managed the design, implementation, and validation of the University's enrollment and revenue projection system.
- Organized data collection and analysis efforts to compile the annual University Strategic Indicator Report and College-level Scorecards. Prepared program evaluation and assessment reports for Accreditation agencies and the Office of Academic Affairs.
- Served as an analytical resource to the Budget Restructuring Committee and provided detailed analysis on numerous scenarios on the impacts of a major shift from incremental budgeting to Responsibility Center Budgeting (RCM).
- Provided quarterly enrollment and annual subsidy projections for budget decision-making.

TEACHING EXPERIENCE

Adjunct Assistant Professor

College of Public Health
The Ohio State University

- **Graduate Course on Healthcare Data Analysis** (Fall, 2013; Fall, 2014) This course introduces graduate and professional students to the effective utilization of data from various sources to inform decision making in health services settings and in health policy. Data resources from federal, state and local entities as well as from professional associations and health care organizations will be presented and their appropriate uses will be discussed. Students will use data analysis tools and de-identified data sets to analyze policy and management problems. Students are expected to conduct hands-on data analysis through both group and individual projects.

Lecturer

John Glenn School of Public Affairs
The Ohio State University, Academic Years 2000, 2001, 2003

- **PPM801: Foundation of Public Policy Analysis** (Fall, 2000, 2001, 2003) Analysis of the operating environment of the public administrator; public policy processes, public organization behavior, and policy formulation in the U.S. federal system.
- **PPM803: Program Evaluation Design and Methods** (Winter, 2001, 2003) Survey of research methods of for policy program evaluation; application of statistical designs in different policy environments and program settings; case studies of policy program design and implementation evaluation.
- **PPM880P02: Advanced Seminar on Strategic Budgeting.** (Co-taught with Lee Walker, Summer, 2000) Analysis of public budgeting as analysis of strategic resource allocation, planning evaluation, and control; tools of analysis for program budgeting and measurement of program results; with case studies. (Overall score of student course evaluation was above college and departmental averages).

Graduate Teaching Associate

John Glenn School of Public Affairs
The Ohio State University, September 1990 to December 1991

- Taught independently a graduate course in Computer Applications for Public Management, including applications for networking, word-processing, statistics, data analysis, and basic concepts of geographical information systems. (Fall 1990 and Fall 1991)
- Served as a teaching assistant in Dr. David Landsbergen's course in Government Information Systems, offering students a critical and general review of governmental organizations' needs and special requirements for decision support and database management systems. Taught lab sessions in Quattro Pro, Paradox for DOS, and Oracle/SQL. (Spring, 1991)
- Served as a teaching assistant for Dr. Anand Desai's course in Data Analysis in Public Administration. Graded homework and examination papers. Tutored students on statistical analysis skills and SAS and SPSS programming. (Winter, 1991)

PUBLICATIONS & PRESENTATIONS

- Zheng, H. Y. Building an Agile Data Analytics Environment to Support University Decision-making: A Case Study of Ohio State University's Rapid Development of a COVID-19 Dashboard System. Chapter in Paul Gore's (editor) COVID-19: Challenges and Future Implications for Higher Education. Wiley Publications. (forthcoming, 2021)

- Webber, K.L and Zheng, H. Y. Data Analytics and the Imperatives for Data-Informed Decision-Making in Higher Education. Chapter in Webber, K.L and Zheng, H. Y. (co-editors). *Big Data on Campus: Data-Informed Decision Making in Higher Education*. Johns Hopkins University Press (November, 2020).
- Zheng, H. Y. and Zhou, Y. Predictive Analytics and Its Applications in Higher Education. Chapter in Webber, K.L and Zheng, H. Y. (co-editors). *Big Data on Campus: Data-Informed Decision Making in Higher Education*. Johns Hopkins University Press (November, 2020).
- Webber, K.L and Zheng, H. Y. Data-Informed Decision Making and the Pursuit of Analytics Maturity in Higher Education. Chapter in Webber, K.L and Zheng, H. Y. (co-editors). *Big Data on Campus: Data-Informed Decision Making in Higher Education*. Johns Hopkins University Press (November, 2020).
- Zheng, H. Y. Actionable Analytics for Changing Times. Invited Keynote Panelist, NACUBO 2020 Integrating Analytics Forum (virtual conference), November 9-10, 2020.
- Zheng, H. Y. Is Your University Financially Safe? The Arts and Sciences of Predicting College Closures. Invited article for the Overseas Chinese Association for Institutional Research Annual Newsletter. October 2020.
- Zheng, H. and Hopkins, V. Data Governance: An Implementation Checklist. Newsletter article for the Association for Institutional Research. October 13, 2020.
- Zheng, H. and Hopkins, V. Data Governance Software and Tools. Newsletter article for the Association for Institutional Research. June 16, 2020.
- Zheng, H. Post COVID-19 Campus Planning and Decision Making: IR's Seat at the Table. Featured Newsletter article for the Association for Institutional Research. June 16, 2020.
- Zheng, H. and Hopkins, V. Data Governance: Who Are the Stakeholders? Newsletter article for the Association for Institutional Research. April 22, 2020.
- Zheng, H. and Hopkins, V. Data Governance: It's a Process. Newsletter article for the Association for Institutional Research. February 28, 2020.
- Zheng, H. Y. IR and E-volving: From Aspiration to Practice. Invited keynote panelist for Northeast Association for Institutional Research Annual Conference, Providence, RI. November 3-5, 2019.
- Zheng, H. Y., Business Intelligence as a Data-based Decision Support System and its Roles in Support of Institutional Research and Planning. Chapter in Karen Webber and Angel Calderon's (co-editors) *Institutional Research and Planning in Higher Education - Global Contexts and Themes*. Routledge Publisher, 2015
- Henry Zheng, Developing Strategic Analytics Capabilities in an Academic Medical Center. National Forum on Data and Analytics in Health Care, National Harbor, Washington DC. August 1-2, 2013.
- Henry Zheng, Building a Strategy-Focused Academic Medical Center Through Strategy Mapping: The Case of Ohio State University Medical Center. Presentation at the University Health Consortium Annual Meeting, Chicago. September 21-23, 2012
- Stewart, A. and Zheng, H. Y. 2003. New insight on intangible resources and competitive advantage: An empirical test of the importance of organization reputation and employee know-how. Chapter in Richard Bettis' (editor) *Strategy in Transition*. Oxford, England: Blackwell Publishing, 2003.
- Zheng, H. Y. and Stewart, A. 2002. Assessing the Performance of Public Research Universities Using NSF/NCES Data and Data Envelopment Analysis. *Association for Institutional Research Professional File*, Number 83, Spring 2002.
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- Zheng, H. Y. 1999. Data Warehousing in Government Agencies – Conceptual and Managerial Issues. Chapter in David Garson's (Editor) *Handbook of Public Information Systems*. New York: Marcel Dekker Publishing, 1999.
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- Zheng, H.Y. 1996. School Contexts, Principal Characteristics, and the Effectiveness of Instructional Leadership: A Statistical Analysis. Paper presented at the *American Education Research Association Annual Meeting, 1996* in New York City. ERIC Document Number: ED396408. April, 1996
- Henry Zheng, Thirty Years of Implementation Research: How Much Do We Know? Paper presented at the *Association for Public Policy Analysis and Management annual conference* in Washington DC, 1995.

- Altschuld, J. and Zheng, H.Y. 1995. Assessing the Effectiveness of Research Organizations: An Examination of Multiple Approaches. *Evaluation Review*, Vol. 19 (2) 197-216, April, 1995.

GRANTS, HONORS & VOLUNTEERING ACTIVITIES

- Elected chair, Overseas Chinese Association of Institutional Research, 2021-2022
- Elected member, Steering Committee, Overseas Chinese Association of Institutional Research, 2020-2023
- Elected member, Nomination and Election Committee, Association for Institutional Research, 2018-2020
- Elected member, Nomination Committee and Ad Hoc Strategic Planning Committee, Northeast Association for Institutional Research, 2017-2019
- Board member and treasurer, Autism Living LLC of Ohio, Jan. 2013- Apr. 2016
- Member, Parents Advisory Group, Columbus Special Hockey League, June 2021 – Jan. 2016
- Research Grant, 2001 (\$18,800), Association for Institutional Research
- Robert W. Backoff Research Award, 2000 (\$2,000), The Ohio State University
- National Data Resources Institute Award, 1998, Association for Institutional Research
- AERA Research Fellowship, 1995 (\$35,000), National Center for Education Statistics, US Department of Education
- Graduate Student Research Award, 1994 (\$1,000), The Ohio State University Graduate School
- High Honorable Mention Paper Award, 1994, The Ohio State University Graduate Research Forum
- Liberty & Current Issues Research Award, 1994, Institute of Humane Studies, George Mason University