

## PATTI T. OTA

Management Information Systems  
Eller College of Management  
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### **EDUCATION**

Ph.D. in Computer Science 1972  
University of Pennsylvania  
M.S. in Electrical Engineering 1969  
University of Pennsylvania  
A.B. in Mathematics 1966  
Cornell University

### **PROFESSIONAL EXPERIENCE**

**University of Arizona**  
**Tucson, AZ 85719**

**1999-present**

**Associate Professor of Management Information Systems**  
2000-present

Teach general education course (fall, winter and summer) Problem Solving in Daily Life and Python programming and ERP systems to undergraduate and graduate courses to MIS majors.

Faculty Fellow (2003-2015)

Director Zipperman Scholars Program (2007-2020)

Director of Advanced Zipperman Scholars Program (2018-present)

**Vice President for Enrollment Management**  
2003-2007

Reporting to the President, was responsible for providing leadership, vision, and overall guidance and direction for enrollment planning; actively identifying, recruiting, and enrolling a diverse and successful student body; and offering services that promote student retention, success and graduation. The programs organized within enrollment management included Admissions Recruitment and Processing, Early Academic Outreach and Minority Student Recruitment, Enrollment Management Systems Group (EMSG), Enrollment Research, Financial Aid and Scholarships, Marketing, Orientation, Registrar, University College, and C.A.T.S. - Academic Services for Student Athletes.

- Organization
  - Consolidated technical support personnel into an integrated IT unit
  - Combined Offices of Admissions, Financial Aid and Scholarships under an Assistant Vice President for Admissions and Financial Aid
  - Moved the responsibility for undergraduate Orientation from the Office of Admissions to a newly created position of Director of Enrollment Services
  - Created marketing team within Enrollment Management
  - Integrated the academic support services for student-athletes, C.A.T.S. Academic Services, into Enrollment Management.

- Restructured University College for the purpose of: improving the grades of its freshman students, transitioning undecided students more quickly into a major, getting students engaged more rapidly in their campus environment, and continuing to serve well our pre-health and pre-law and Interdisciplinary Studies students
- Engaged Noel Levitz to consult in the development of a comprehensive campus-wide undergraduate enrollment management plan covering marketing, web development, recruitment, financial aid, predictive modeling, customer service, and student retention
- Shifted financial aid awards from waivers to fixed grant awards to increase net tuition revenue
- Received the national award for Best Practices in Student Retention from the Consortium for Student Retention Data Exchange for our Strategic Retention Master Plan
  
- Recruitment
  - Fall '06 freshman class and undergraduate enrollment largest in school history
  - Fall '06 enrollment in each minority group largest in UA history – both in numbers and percentages
  - Continued to solidify UA's stature as one of the nation's schools of choice for Hispanic students
  - On target to exceed fall '07 goals that include 600 new undergraduates
  - Implemented changes in the application, changes in the on-line application process and holistic review of applications and merit awards
  - Doubled the number of high school visits in AZ, doubled attendance at national and regional recruitment fairs, and annually serve over 10,000 students/parents by on-campus programs
  - Reduced application processing time to below national average
  - Implemented well over 100 marketing initiatives, programs, processes, and strategies
- C.A.T.S. Academic Services for Student Athletes
  - Changed the functional role of C.A.T.S. professional staff from “academic counselors” to “academic advisors” with accountability and supervision moving to University College
  - Doubled the number of required hours of tutoring and study time for all first-year student athletes
  - Developed early academic assessment and individualized academic plans based on initial assessment of all incoming student athletes
  - Added services of learning specialists with specific expertise in learning assistance for academically at-risk student athletes
  - In first year, Increased by 5% the number of student athletes who earned GPAs above 3.0.
- Early Academic Outreach and Minority Student Recruitment
  - Secured GEAR UP funding, a \$9.3 million grant over 6 years to provide programs and services to 3,000 middle-school students
  - Secured Lumina Foundation funding, a \$100K grant to enhance current outreach programs, including a summer math program for rising 9th graders to hone their Algebra I skills before they enter high school
  - Doubled number of schools served by MESA program and secured funding from local industry to serve 1,000 students each year
  - College Academy for Parents received the 2006 *Pathways to Postsecondary Education Award* - the best practice award of the Arizona Commission for Post Secondary Education
  - Provided low-cost PSAT/SAT preparatory workshops to over 275 high school students (~65% minority) each year
  - Partnered with school districts to increase participation in College Knowledge for Parents (from serving 159 families to 361 families – a 127% increase)
  - Sponsored African American Family College Planning Day to provide college knowledge information to K-12 families
  - Created the Wildcat Exploratorium to provide K-8 students with a unique visitation opportunity
  - Recognized 300 outstanding resident minority high school students each year at Outstanding Seniors Day
- Enrollment Management Systems
  - Developed Matrix products (SMS and SAS) to make these systems not only functional but cutting-edge

- Developed the online undergraduate application, the *MyUA* site which includes an application status check and a recruitment program registration component, the orientation registration site, the *On-Line Academic Tour*, etc.
  - Provided software support to implement the enrollment deposit and the early awarding of need-based financial aid
  - Implemented *CatCodes* linking recruiting mailings to over 400,000 prospects/applicants and subsequent recording of the responses in Matrix
- Enrollment Research
  - Expanded policy analysis in the areas of financial aid and Net Tuition Revenue (NTR) - including tuition setting, financial aid impact analysis, enrollment projections, and tuition revenue projections
  - Developed university-wide, college, department, major, and course perspectives of tuition, financial aid, and NTR for Provost
  - Developed course enrollment projection model for Vice Provost for Instruction
  - Developed college targets for undergraduate admissions based on plans/projections of deans
  - Provided comprehensive retention data and analyses to the campus community
- Enrollment Services
  - Implemented successful new student orientation programs for 7,000 students and 7,000 parents; developed *On-line Academic Tour* and enhanced communications
  - Implemented enrollment deposit to gauge level of commitment, attributes and size of freshman class
  - Rolled out customer service effort (*Service First*) and trained over 600 staff
  - Streamlined commencements and installed new traditions
- Financial Aid
  - Implemented the School-as-a-Lender program producing \$1.1M in additional student grants and lower loan rates to UA graduate/professional students
  - Developed an on-line financial aid estimator
  - Among large public universities, earliest to mail freshman need-based awards
  - Implemented self-service (online) financial aid status
  - Produced podcasts to outreach to prospects, parents and students
  - Among first in nation to begin awarding new federal Academic Competitiveness and Smart grants
  - Developing a funding plan for a guaranteed access plan for neediest Arizona students
  - Moved all colleges and departments with tuition revenue grant funds to fixed renewable awards
- Marketing
  - Developed *MyUA*, a personalized web portal for prospective students. *MyUA* system offers customized messaging based on more than 25 situation-specific variables including application status, demographics, admissions counselor assignment, and a prospect's high school of record
  - Revamped all post-admission communications: new admissions letter and presentation envelope; three variations of the *Next Steps Guide*, designed to move students to commit; and a *Transition Guide*, designed to prepare students for new student orientation
  - Created a new series of communications to National Merit Scholars to highlight scholarship opportunities and drive students to visit campus
  - In conjunction with Intercollegiate Athletics, creating *Club Arizona*, a new K-12 outreach program that connects children and families to athletic, academic and cultural opportunities
  - Created new series of parent-to-parent communications targeted by geography and ethnicity
- Registration
  - Developed and went live with new DARS undergraduate degree audit and transfer articulation system
  - Developed online rostering and grading system
  - Developed funding and implementation plan for imaging system for transcripts and other documents

- Created paperless processes for probation and disqualification, confirmation of grades and Pass/Fail reports
- Retention
  - Developed partnership between UA Academic Advisors and local high school counselors
  - Collaborated with the undergraduate colleges in writing retention plans specific to the needs of each college
  - Opened the Math and Science Tutoring Resource Center
- University College
  - Provided direct advising services for 3,986 University College students, a 5% increase in total enrollment over '05. This includes 1,685 new freshmen (6% increase over fall '05), all Pre-Nursing, Pre-Pharmacy, and Interdisciplinary Studies majors
  - Broadened scope of Interdisciplinary Studies major
  - Established new internship in hospice care

**Vice President for Executive Operations and Senior Associate to the President**  
2001-2003

- Supported the UA's relationships with the Arizona Board of Regents and the Regents staff
- Facilitated communications between the President's Office and the Office of the Provost, the offices of the other vice presidents, Intercollegiate Athletics, the Faculty Senate, the Associated Students of The University of Arizona, the Professional and Graduate Student Council, the Staff Advisory Council, the Appointed Personnel Organization, the Association of Women Faculty, and the Ombudsperson Committee.
- Represented the President externally and internally
- Coordinated campus efforts and work with ASU and NAU to develop university system strategies for the Governor's Task Force on Higher Education and Proposition 301.
- Drafted new admissions and financial aid policies for the Arizona Board of Regents
- Established the Diversity Coalition
- Drafted the Diversity Action Plan
- Established the Diversity Resource Office

**Senior Associate to the President**  
2000-2001

**Associate Professor of Management Information Systems**  
2000-present

**Associate to the President**  
1999-2000

**Lehigh University**  
**Bethlehem, PA**

**1971-1999**

**Vice Provost**  
1989-1999

- Line responsibility for the Offices of Admission, Financial Aid, the Registrar, International Education, Summer Sessions, Continuing and Distance Education, Faculty Development, ESL, the Learning Center, Institutional Studies, ROTC, the Child Care Center, and the Women's Center
- Increased total undergraduate applications by 18% and the average combined SAT scores increased from 1208 to 1255
- Increased the freshman to sophomore retention rate from 92.2% to 93.3%
- Increased the number of students studying abroad each year by 47% and the number of international students by 10%
- Established a Global Advancement Council of prominent international alumni/ae to engage in

- international fund-raising efforts and to advise the institution on a variety of international issues
- Established five masters-level distance education programs that were delivered to 34 industrial sites across the country
- Administered faculty personnel issues
- Managed Lehigh's extensive system of visiting committees
- Managed the offices of the president and provost
- Centrally involved with accreditation efforts in the College of Engineering and Applied Sciences and the College of Business and Economics, and twice chaired/co-chaired Lehigh's Middle States accreditation processes

**Dean, College of Business and Economics**

1997-1999

- Successfully led faculty to respond to challenges raised in an AACSB accreditation process and accomplished that goal six months ahead of schedule
- Reorganized the Iacocca Institute to ensure fiscal stability
- Strengthened the Business Advisory Council
- Secured a \$100,000 grant from the Ernst & Young Foundation for comprehensive planning process and successfully led that process

**Interim Provost**

1996-1997

1989-1990

- Led faculty effort to develop Lehigh's graduate enrollment management plan and graduate program review process
- Evaluated academic deans and replaced two

**Associate to the President**

1989-1997

- Served as affirmative action officer
- Coordinated Lehigh's institutional planning initiatives
- Produced Lehigh's annual operating plans

**Associate Provost**

1985-1989

**Assistant Dean of the College of Engineering and Physical Sciences**

1983-1985

- Coordinated strategic planning for the College
- Assisted in ABET reaccreditation
- Managed a successful state-wide initiative to identify the equipment needs of all of the engineering programs in Pennsylvania and lobbied successfully for increased State support for meeting those needs

**American Council on Education Fellow in the Administration of Higher Education**

1982-1983

**Assistant to the Provost**

1980-1982

**Associate Professor of Computer Science and Electrical Engineering**

1978-1999

### **Assistant Professor of Electrical Engineering**

1973-1978

- Taught undergraduate and graduate courses in programming languages, computer architecture, systems programming, operating systems, and software engineering
- Taught mathematics courses, including calculus for math-phobic students in business and engineering
- Developed several interdisciplinary freshman seminars for the College of Arts and Sciences and the College of Business and Economics

### **Instructor of Electrical Engineering**

1971-1972

### **University of Pennsylvania**

Philadelphia, PA

**1966-1971**

### **Research Associate**

1969-1971

### **Research Assistant**

1967-1969

### **Teaching Assistant**

1966-1967

## **HONORS AND AWARDS**

Teaching Nomination, Outstanding Faculty Award (2021)

Undergraduate MIS/OM Faculty Member of the Year, Eller College of Management (2019)

Teaching Nomination, Outstanding Faculty Award (2009)

The Martin Luther King Jr. Distinguished Leadership Award, Office of African American Student Affairs (2001)

Patti T. Ota Women's Studies Award (established in 1997)

Lehigh Black and Hispanic students' Outstanding Faculty Member Award (1998)

Lehigh University Outstanding Faculty Advisor (1995)

Hillman Award for distinguished service through long-term excellence to Lehigh University (1993)

The Baldwin School Outstanding Alumnae Award (1992)

Girl Scouts Woman of Distinction Award (1992)

ACE Fellow (1982-1983)

## **SELECTED SERVICE ACTIVITIES**

### **Extramural:**

Enrollment Management Consultant, University of North Carolina, Charlotte (2007)

Enrollment Management Consultant, University of Hawaii (2006)

Invited participant in the *College Board Colloquium* (2007)

Invited participant in *The Politics of Inclusion: Higher Education at a Crossroads Conference* (2006)

Multiple site visits for National Science Foundation Advance grants (2005)

AACSB Accreditation Team for Clarkson University (2000)

Advisory Committee for Engineering, National Science Foundation (1995-1997)

Committee on Equal Opportunity in Science and Engineering, National Science Foundation (1991-1997)

Chair, Committee on Equal Opportunity in Science and Engineering, National Science Foundation (1995-1997)

Member Board of Directors, American Council on Education National Identification Program for the Advancement of Women in Higher Education Administration (1982-1995)

State Coordinator, American Council on Education National Identification Program for the Advancement of Women in Higher Education Administration (1989-1993)  
Consultant, Hamamatsu TV Company, Hamamatsu, Japan (1973-1978)

### **University:**

#### *The University of Arizona*

Eller Dean Search Committee (Sp. '15 – Fall '16)  
Chair of the Eller Faculty (2014 - 2016)  
MIS Representative on College Advisory Committee (Fall '13 – Sp. '15)  
Eller College Representative on University General Education Committee (Sp. '13)  
Eller College Representative on University Undergraduate Committee (Sp. '13)  
Eller College Representative on University Curriculum/Policies Subcommittee (Sp. '13)  
Faculty Fellow for Phi Gamma Delta Fraternity (2009-2017)  
Faculty Fellow for Sky View Residence Hall (2009-2011)  
Faculty Fellow for Pima Residence Hall (2007-2009)  
Faculty Fellows Coordinating Committee (2007-2017)  
Member of Zona Zoo Scholarship Selection Committee (2008)  
Sports photographer for UA Athletics (2001-2015)  
Mentor for Arizona College Scholarship Foundation (2007-present)  
President's Cabinet (1999-2007)  
Campus Advisory Committee (1999-2007)  
Faculty Fellow for African American students (2001-2007)  
Chair, Enrollment Management Planning Group (2003-2007)  
Academic Council (2003-2007)  
Provost's Management Group (2003-2007)  
Strategic Planning and Budget Committee (2004-2007)  
ADVANCE grant, Workgroup 2 (2006-2008)  
Learning Communities Task Force (2006)  
Differential Tuition Task Force (2005-2006)  
Search Committee, Vice President for Undergraduate Education (2003)  
Co-chair, Search Committee, Provost (2002)

#### *Lehigh University*

President's Cabinet (1982-1999)  
Provost's Council (1980-1981, 1985-1999)  
Graduate Studies Council (1995-1999)  
Chair, Administrative Computing Committee (oversaw the vendor selection and installation of Lehigh's previous-generation administrative computing systems) (1985-89)  
Provost Search Committee (1985)  
Presidential Search Committee (1981)  
Chair, Affirmative Action Committee (1975-1980)  
Lecturer, Minorities Introduction to Engineering Program (1973-1985)

### **GRANTS**

CSW Mini Grant for Eller Women Faculty (2009)  
GEAR UP, \$9.3 million for 6 years to provide programs and services to 3,000 middle-school students (2005)  
P.I., Ernst & Young Foundation Planning Grant (1997)  
P.I., National Science Foundation Grant (GK-4211) *Study of Two-Dimensional Grammars in Picture Generation and Recognition in Applications* (1994-1995)

### **PUBLICATIONS**

#### **Books:**

Ota, P. and Lindgren, R., Sex Discrimination in Higher Education and the Law. ERIC Clearinghouse on Teacher Education. Washington, D.C., 1984.

### **Refereed Journal Articles and Invited Conference Presentations:**

"Paradigm Planning and Evolution: Changing Directions at Arizona's Public Universities." With M.J. McMahon, Society for University , Toronto, Canada, July 2005.

Gürer, Denise W. and Ota, Patti T., Representing Mathematical Problem Solving Episodes with an Evolving Student Model. Proceedings of the International Conference on Artificial Intelligence in Education, Washington, DC, 1995.

Gürer, Denise W. and Ota, Patti T., Cognitive Modeling in an ITS Module. CogSci News, (6) 2, Lehigh University, 1993.

Gürer, Denise W. and Ota, Patti T., Cognitive Model Analysis of Physics Problem Solving. Proceedings of the International Conference on Artificial Intelligence in Education, Edinburgh, Scotland, 1993.

Invited Panel Member, Association of Business Schools Conference, Athens, Greece, 1999.

"Styles of Leadership," Invited Speaker, Annual Pennsylvania Conference, National Identification Program for the Advancement of Women Administrators in Higher Education, November, 1982.

"Strategies for Overcoming Sex Stereotypes," Invited Speaker, Region IV Conference, National Identification Program for the Advancement of Women Administrators in Higher Education, April 1982.

"Stereotypes of Professional Women," Invited Speaker, Annual Pennsylvania Conference, National Identification Program for the Advancement of Women Administrators in Higher Education, November 1981.

"Animator: An On-Line Two-Dimensional Film Animation System" (with J.W. Carr, III), Interactive Graphics, H. Freedman, Ed., IEEE Computer Society, 1980.

"Acceptors of Mosaic Grammars," Proceedings of the Computer Science Conference. Washington, D.C., February 1975.

"Mosaic Grammars," Pattern Recognition, Vol. 7, No. 1, 1975, pp. 61-65.

"Mosaic Grammars in Pattern Generation and Recognition," Proceedings of the Computer Science Conference. Detroit, February 1974.

"An On-Line Two-Dimensional Film Animation System" (with J.W. Carr, III), Communications of the ACM. April 1971.

### **INVITED TALKS**

Keynote Speaker, Women's Studies Banquet, Lehigh University, March 2012

Keynote Speaker, Gender Equity Awards, Lehigh University, March 2012

Keynote Speaker, Football Banquet, 1993, 1995, 1997

Commencement Speaker, Lehigh University, January 1996

Alumni Day Speaker, The Baldwin School, May 1992