



Victoria E. Díaz, PhD

Employment History

Díaz Pinsent Mercier Research Inc.
Partner (2015 - present)

**Institutional Research and Planning
University of Ottawa**
Director (2014)
Assistant Director (2007-2013)
Senior Analyst (2004-2006)

Ontario Ministry of Public Infrastructure Renewal
Senior Economist (2002-2004)

Ontario SuperBuild Corporation
Economist Specialist (2000-2002)

Ontario Ministry of Finance
Economist (1998-2000)

**Programa de Estudios Ambientales (PROAMBI)
Universidad de Costa Rica**
Junior Consultant (1995-1996)

Education

PhD in Public Administration
University of Ottawa (2014)

MA in Economics
McGill University (1998)

BA in Economics
Universidad de Costa Rica (1996)

General Information

Languages: English – Fluent
 French – Fluent
 Spanish – Fluent

Security Clearance: Reliability Status

Experience Summary

Dr Díaz is a recognized expert in policy analysis, program evaluation, post-secondary education, project management and applied quantitative and qualitative research methods. She obtained her doctoral degree in 2014 and her research experience includes public policy implementation and policy instruments, accountability and governance, performance measurement and postsecondary education. Over the past ten years, her work focused on institutional research and planning in a university environment. In this role, she was responsible for the production of data for program evaluation, for outcome development and assessment, for data analysis initiatives, for economic and financial assessments as well as projects regarding policy analysis and implementation. She has also participated in the preparation and delivery of workshops on institutional research at the international level.

Prior to joining the post-secondary education community, Dr Díaz worked as an economist in the Ontario government, focusing on infrastructure development. Her experience spans diverse fields including health, post-secondary education, science and technology, as well as natural resources. She contributed to policy formulation and the design of outcome measures for implementation for numerous provincial government initiatives. She is an experienced and effective communicator, capable of translating complex issues into concrete messages to guide and inform decision makers. She also has the ability to establish linkages and dependencies across diverse portfolios and to identify priority areas for further analysis or intervention.



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Overview of Experience*

Organizational Analysis and Planning

- Led the implementation of business intelligence to transform day-to-day institutional data and reporting into information to support strategic planning and decision-making.
- Developed precise clientele and revenue forecasting models taking into account demographics, incentives derived from government funding priorities, and historical student enrolment.
- Analyzed the impact of scholarship criteria on the gain and maintenance of student scholarships.
- Developed and conducted a cost-benefit analysis of institutional bilingualism.

Policy Analysis and Development

- Conducted in-depth analysis of accountability structures in post-secondary education.
- Interpreted existing government policy on higher education, assessed impacts on institutions, and developed decision-points and guidance for university senior administration.
- Assessed the impact of changing graduate funding allocation policies to position a major graduate student expansion.
- Developed, analyzed and planned provincial infrastructure investments to support the Health, Science and Technology, Post-secondary Education and Natural Resources portfolios.

Applied Research

- Developed a framework to assess information management's maturity levels in higher education.
- Analyzed undergraduate student perseverance in various institutions and jurisdictions, developing both an early warning predictive model and an explanatory model.
- Completed economic impact studies within various contexts (e.g., organizational, research).
- Produced in-depth literature reviews and environmental scans.

Evaluation and Performance Measurement

- Developed and implemented a scorecard to monitor institutional performance.
- Evaluated federal government initiatives in the areas of health, and socio-cultural initiatives. Recent sample projects include the evaluation of the following programs:
 - The First Nations Health Facilities and Capital Program - Health Canada (2016 - ongoing)
 - The First Nations and Inuit Non-Insured Health Benefits Program - Health Canada (2015)
 - The Aboriginal People's Program - Canadian Heritage (2015-16)
 - The Exchanges Canada Program - Canadian Heritage (2015-16)
- Developed and implemented multiple surveys to evaluate client satisfaction within various programming areas (e.g., students, alumni) and to measure engagement and outcomes.

Training and Course Development

- Workshops on Institutional Research, sponsored by the *Centro Interuniversitario de Desarrollo* (CINDA), Chile & Colombia, 2015.
- Approaches for evaluating the regional economic impact of universities. Chile, 2012.
- Organizational structures and instruments for institutional research. Chile, 2011.
- Lessons learned in the development of an organizational scorecard. Canada, 2006.

* Full CV available upon request



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