



January 12, 2023

Association for Institutional Research  
Awards Selection Committee  
PO Box 13739  
Tallahassee, Florida 32317

Nomination for the John E. Stecklein Distinguished Member Award

Dear Members of the Award Selection Committee:

It is my honor to submit the nomination of Dr. Victor (Vic) M. H. Borden for the John E. Stecklein Distinguished Member Award. Vic's numerous contributions to our field over nearly forty years have positively impacted countless numbers of professionals at a variety of stages of their careers.

Vic's commitment to researching higher education and the field of institutional research and effectiveness are evidenced through his more than thirty years of membership and active involvement with the Association for Institutional Research and nearly four decades of experience at the University of Massachusetts – Amherst, George Mason University, Indiana University-Purdue University Indianapolis, and Indiana University. He has served on several editorial boards including *New Directions for Institutional Research* and *Research in Higher Education*. A recipient of the AIR Sydney Suslow Scholar Award in 2020 and the AIR Outstanding Service Award in 2011 along with twice being recognized as a Charles F. Elton Best Paper Award recipient (2014 and 2020) are just a few of the ways Vic has been recognized for his scholarly activity and achievements related to service. His scholarly works are part of the seminal reading within our profession with contributions to *The Handbook of Institutional Research*, *Research Handbook on Quality, Performance and Accountability in Higher Education*, and the *Encyclopedia of International Higher Education Systems and Institutions*. With more than 100 print and electronic publications, Vic has blended his faculty role with the importance of application related to improving higher education data systems.

Vic's commitment to service to the profession provided him with an array of experiences to share with any who asked for help, advice, or mentorship. Vic's service to the profession includes state and national level leadership roles. He served as President for the Indiana Association for Institutional Research as well as on AIR's Board of Directors (President in 2003-2004) and Chair of the AIR Forum Committee (2001-2002). Vic has also served on many AIR committees such as the Ad Hoc Governance Task Force, and twice on the Nominating Committee. In addition to service to AIR and INAIR, Vic has participated in numerous panels focused on the improvement of the utility of higher education data systems including several IPEDS Technical Review Panels such as 'Using IPEDS Data to Construct Institutional Groups for Consumer Comparisons' as well as serving on the National Postsecondary Education Cooperative. Vic has provided his expertise through service to many non-governmental postsecondary data collection efforts including the Voluntary System of Accountability, GRE Technical Advisory Committee, and the NSF/NIH Graduate Student Survey Data Users Group.

Having known Vic for more than a decade, I have always found him to be approachable and willing to share his perspective. Since 2014, Vic led the development and evolution of the Carnegie Classification of Institutions of Higher Education. During his tenure, the classifications



increased their relevancy to institutions by releasing an update every three years. In our most recent collaboration in March of 2022, I invited Vic to present a web conference to the cohort of AIR IPEDS educators which he quickly accepted. During this presentation, Vic provided detailed insights into the evolution and continued development of this integral tool within higher education. In the summer of 2022, Vic handed oversight of the Carnegie Classification system to the leadership of the American Council on Education and began preparing to transition into retirement.

Vic has been an active member of AIR and has made substantial contributions to the field of institutional research by supporting the training and development of IR practitioners, promoting the application of theories and practices, and advanced the practice of institutional research through innovative ideas. I believe my testimony provides evidence herein to support this nomination.

As you continue your review of this packet, you will find many of Vic's colleagues and friends have provided ample evidence for this honor as well as a copy of his publicly available vita. I recommend without hesitation that Dr. Victor Borden's contributions to the field of institutional research and institutional effectiveness be recognized through the awarding of the AIR John Stecklein Distinguished Member Award.

Sincerely,

A handwritten signature in blue ink that reads "Eric S. Atchison". The signature is written in a cursive, flowing style.

Eric S. Atchison  
Vice President for Strategic Research  
Arkansas State University System



To: Whom It May Concern:

Re: Recommendation for Distinguished Member Award

It is an honor to write this letter of recommendation for the 2023 John Stecklein Distinguished Member award for Victor Borden. Vic is a long-serving AIR member who has contributed greatly to the Institutional Research profession. The first qualification for the award states that the candidate must have been an active member of AIR and have made substantial contributions to the field of institutional research over an extended period of time. Over the years, Vic has served in numerous leadership roles for the association, including serving as member of the AIR Board of Directors, and serving as President of the Association in 2003-2004. Over the years, I have witnessed Vic's leadership as we served on numerous committees together. To say that Vic is a thoughtful, highly educated, and passionate leader is an understatement.

The second criterion for this award states that through research, service, and/or practice the candidate must have made a significant contribution to the field of institutional research in two or more of the specified areas. While I believe that Bill has provided significant contributions to all of these areas, I will speak directly to two areas: contributed to widely-disseminated research and supported the training and development of IR practitioners. Vic has received numerous Best Paper and Best Presentation awards and most notably in 2020 he was awarded the AIR Sidney Suslow Scholar award, which "...recognizes an individual who, through scholarly work, has made significant contributions to the field of institutional research and advanced understanding of the profession in a meaningful way." Vic has also served on numerous editorial boards in *New Directions for Institutional Research* and *Research in Higher Education*. Dr. Borden has published on a wide array of relevant Institutional Research topics and the list of individuals with whom he collaborated with over the years contains the names of leading scholars from our discipline. I know that my thinking and my knowledge has been greatly enhanced through Vic's scholarly contributions.

When I think about individuals who have contributed to our association through training and supporting Institutional Research professionals, Dr. Vic Borden is among the top individuals on the list. Throughout his career, Vic has developed, instructed, and mentored Institutional Research professionals who have gone on to serve other institutions and take leadership roles in AIR and other Institutional Research related fields. Vic has also trained numerous Institutional Research professional through his teaching. The list of professional workshops, seminars, and webinars that he has delivered over the years is prolific and the topics are

directly relevant to Student Success, Data Analytics, and the field of Institutional Research. He has served as an instructor in the Graduate Certificate in Institutional Research teaching courses such as Foundations of Institutional Research and Capstone in Institutional Research as well as a variety of modules. His knowledge and willingness to support and mentor others is what make him an effective leader. He always made time to talk or respond to numerous inquiries from colleagues. In AIR, we speak about the power of networking and how we can't live without it in our work, Vic has exemplified that through his career. It is for these reasons that I fully support the nomination of Dr. Victor Borden for the 2023 John Stecklein Distinguished Member Award.

Sincerely,

A handwritten signature in cursive script that reads "Mary Ann Coughlin". The signature is written in dark ink on a light-colored background.

Mary Ann Coughlin  
Provost & Vice-President for Academic Affairs



January 26, 2023

Dear AIR Awards Committee,

I am pleased to nominate Vic Borden for the John Stecklein Distinguished Member Award which recognizes AIR members whose professional career has significantly advanced the field of institutional research through extraordinary scholarship, leadership, and service.

I believe that Vic's professional career is filled with significant scholarship, service, and leadership to the field of Institutional Research and the larger higher education community. In fact, his leadership has been recognized by AIR as Vic has received the Sidney Suslow Scholar Award, Charles F. Elton Best Paper Award (twice), Outstanding Service Award, and numerous best paper and leadership awards from other organizations/institutions. In addition, his publications and role as a faculty member have provided the profession with both innovation and guidance.

I would like to speak to two personal instances that illustrate his dedication. First, I spent over five years working at the Association for Institutional Research and Vic was a wealth of information who was always happy to help, whether I needed another reviewer for AIR's Research and Dissertation Grant program or had questions about IPEDS. Vic has always been a friend and advocate for AIR and the profession. Second, while working on my dissertation I reached out to Vic for assistance with data on institutional Carnegie Classifications and he quickly and happily provided me with more Carnegie data than was available on the website, managed by Vic and Indiana University. In short, Vic assisted me in gathering data easily for my dissertation.

I cannot think of a more deserving person to receive this award.

Best,  
Eric

Eric Godin, Ph.D.  
Assistant Vice President of Institutional Research and Effectiveness & SACSCOC Liaison  
Hodges University



## THE OHIO STATE UNIVERSITY

---

**Michele J. Hansen, Ph.D.**

Associate Vice President, Institutional Research and Planning

**The Ohio State University**

Office of Academic Affairs

383A Bricker Hall

190 North Oval Mall, Columbus, OH 43210

614-247-9742 Office

[hansen.676@osu.edu](mailto:hansen.676@osu.edu)

Pronouns: she/her/hers

**To:** John Stecklein Distinguished Member Award Committee Members

**From:** Michele J. Hansen, Ph.D., Associate Vice President, Institutional Research and Planning, The Ohio State University

**Subject:** John Stecklein Distinguished Member Award for Victor M. H. Borden

**Date:** January 24, 2023

I write this letter enthusiastically in support of Victor M. H. Borden (Vic) for the Association for Institutional Research (AIR) *John Stecklein Distinguished Member Award*. Vic was my supervisor for several years following my arrival at Indiana University - Purdue University Indianapolis in September 2001. Upon my arrival Vic immediately began to encourage me to make contributions to AIR in the form of scholarly papers and presentations at regional and national forums. Throughout the years, Vic has served as the impetus for many others to contribute to AIR in terms of committee membership, scholarly activities, and serving on the Board of Directors and Nominations and Elections Committee. Additionally, he served as a true role model in terms of providing leadership and facilitating the goals of the association. He has also encouraged professional development and advanced the professionalism of AIR by being instrumental in developing a post-master's certificate in institutional research at Indiana University. In short, Vic epitomizes how one meets the criteria for this award.

Vic has been an active contributing member of AIR for over three decades. As such, he has contributed much of his time, passion, and energy over the years to AIR-related activities and leadership roles. As you can easily discern by a quick glance at his Curriculum Vitae, you will recognize that Vic has not only served on committees and boards but has also been a recognized leader in facilitating regional, state, and institutional initiatives and groups in support of AIR goals, mission, and priorities. Vic's service has been diversified ranging from Research and Dissertation Grant Review Panel to Forum Chair to President. It is also relevant that Vic has provided years of AIR-inspired entrainment as a leader of the *Windbreakers Band!*

It noteworthy that Vic has been honored with several awards in recognition of his outstanding service such as Sidney Suslow Scholar Award (2020) and the Outstanding Service Award (2011). Vic has also made a plethora of scholarly and professional contributions to AIR. As such, he has been actively involved in presenting numerous presentations at the AIR and EAIR Forums over the past thirty years. Additionally, he has been awarded two Charles F. Elton Best Paper Awards one in 2010 and another in 2020. He has also organized Professional Development Institutes and Webinar Workshops. Vic has co-edited two New Directions in Institutional Research (NDIR) issues and written chapters for others. He has publications in AIR series, including Resources in Institutional Research and the AIR Professional File.

Although it is remarkable to note all of Vic's contributions to AIR in the form of scholarly papers, presentations, grants, committee service, and board membership, it is fundamentally important to mention what a true role model and mentor Vic has been to me personally as well as other young professionals embarking on IR-related careers. Vic always takes time of his busy schedule to mentor and address research-related questions posed by his students, young professionals, and well as practitioners and campus leaders who are engaged in IR work (e.g., how to use information in decision making; determining the correct statistical analyses to perform; employing the most appropriate research design to address important questions about how educational interventions help student learning, retention, or academic success). He is also kind and mindful of how to be politically savvy and navigate complex higher education settings.

In conclusion, Vic Borden exemplifies what it means to be a distinguished member of AIR. I wholeheartedly believe that he is deserving of this prestigious award.

*Michele J. Hansen, Ph.D.*



Stony Brook University

January 25, 2023

John Stecklein Distinguished Member Award Committee  
Association for Institutional Research

Dear Stecklein Distinguished Member Award Committee:

It is with greatest pleasure that I offer my unwavering support for Victor Borden to receive the Association for Institutional John Stecklein Distinguished Member Award. I have known Vic for nearly two decades 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.

Vic's service to the profession and scholarship of institutional research speaks for itself. It would be too easy to write this letter by simply cherry-picking prominent and impressive featured from his 50-page CV: AIR President, leader in multiple regional AIR affiliates, director of a graduate program in IR, director of the Carnegie Classifications, author of dozens upon dozens of publications, and countless presentations at AIR Forums, AERA meetings, and more than a hundred of other venues.

I will instead tell the story of how I first met Vic – in an elevator at the AIR Forum in Chicago in 2006. I had just given a presentation, where a reporter from *The Chronicle* was in attendance and the material I presented would appear in *The Chronicle* the next day. Vic had attended the presentation and followed me in. With a goofy half smile behind wire-rimmed glasses, he told me what a good job I did in the presentation and the research itself. And then – unasked – he went on to tell me all of the things I needed to change to publish it. It was a longer elevator ride than I had planned.

But of course, Vic's advice was impeccable, and I did go on to publish the paper (indeed my first paper). And this anecdote exemplifies how Vic operates as a professional and as a person and why he is such a towering figure in Institutional Research. He always, always, always looks for ways to make other people look smart, to make other people look better, and to make us better institutional researchers. He helped his junior colleagues in IR in just the same way as he helped his colleagues at his institution improve learning and operations and in just the same way as he helped his students realize their educational and professional goals. When faced with any opportunity to help someone, to improve their work, to improve AIR, to improve the profession, Vic has always given of himself, his time, and his deep expertise to make things better for others. In every way imaginable, Vic has distinguished himself in the classroom, in the profession, and in our Association as the IR colleague who helps us realize our potential individually and collectively, and that's why he should be the deserving recipient of this year's John Stecklein Distinguished Member Award.

Sincerely,

A handwritten signature in black ink that reads "Braden J. Hosch". The signature is fluid and cursive, with the first name being the most prominent.

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



P. O. Box 2325  
Cookeville, TN 38502

January 17, 2023

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

Dear Colleagues:

I am writing in support of the nomination of Victor M. H. Borden for the John Stecklein Distinguished Member Award of the Association for Institutional Research.

I have known Victor Borden as an institutional research colleague since the late 1980s. During these decades, he has distinguished himself by his extensive scholarship, leadership, and service to AIR, to the Indiana Association for Institutional Research, to the institutions in which he has worked in Massachusetts, Virginia, and Indiana, and to his colleagues everywhere, in the United States and in many countries around the world.

A member of AIR since 1988, Victor Borden has served the Association and its members in many ways throughout his career, receiving the well-deserved AIR Outstanding Service Award in 2011 and the AIR Sidney Suslow Scholar Award in 2020. He served in such significant leadership roles as President and as Forum Chair. His extensive service in AIR included him being a member of the Board of Directors, a faculty member for AIR Institutes, and a member of a number of committees, task forces, and review panels over many years.

He has served on the editorial board of *Research in Higher Education* and *New Directions for Institutional Research*, as well as serving as an ad hoc reviewer for the *Journal of Higher Education* and the *Review of Higher Education*, among other periodicals, domestically and abroad.

His professional achievements include not only an extensive array of presentations and publications over many years and in different contexts, settings, and subjects, but he also has distinguished himself with numerous awards for best papers and outstanding presentations, both individually and in collaboration with colleagues.

His insights and work have impacted the understanding of higher education through enhancement of such aspects as the Carnegie Classification of Higher Education, the Integrated Postsecondary Education Data System, and the annual national analysis of degrees conferred to selected subpopulations of students, as reported in *Diverse: Issues in Higher Education* and *Community College Week*.

Dr. Borden is known for his breadth and depth of understanding of the profession of institutional research and its constituent components and related disciplines, including assessment, statistics, policy analysis, and more. He is admired for his knowledge and command of institutional research and his ability and willingness to provide appropriately scaled instruction, direction, guidance, and encouragement to new

institutional researchers, early-career professionals, graduate students, faculty, IR colleagues, senior-level administrators, foundation personnel, and other leaders, thinkers, and practitioners across the spectrum of higher education.

His outstanding performance as an IR professional and leader has been in tandem with his strong performance as a university faculty member and administrator. Additionally, his consistent diligence, effectiveness, and productivity have been matched by his friendliness, good humor, and caring nature.

Victor Borden not only has an extensive record of strong performance in scholarship, leadership, and service, but he also has been an exceptional example and an outstanding representative and ambassador for the profession of institutional research.

His seemingly tireless work and generous helpfulness to colleagues, along with his commitment to improvement of institutional research and higher education is among the best in the community of institutional research professionals. He is widely appreciated and strongly respected, and he has contributed notably to the development of institutional research and to the improvement of higher education in the United States and globally.

Dr. Victor Borden clearly and actively has promoted the betterment of the higher education enterprise through his extensive engagements with scholarship, leadership, and service, thereby accruing a complete array of achievements that make him imminently a 'Distinguished Member' of AIR. He generously has shared of his knowledge and expertise. He has continued to learn and to work for improvements in higher education and in institutional research internationally. As well, he regularly has mentored and encouraged institutional research professionals to engage and learn together over the many years of his career.

It is my pleasure to support the nomination of Victor M. H. Borden for the AIR John Stecklein Distinguished Member Award. Dr. Borden absolutely is a distinguished member of the Association for Institutional Research and has been an inspiring and outstanding example to institutional research professionals everywhere. I fully support Distinguished Member recognition for one of the truly outstanding members of the association.

Sincerely,

A handwritten signature in black ink that reads "Glenn W. James". The signature is written in a cursive, flowing style with a long, sweeping underline.

Glenn W. James  
AIR President, 2016-2017

January 27, 2023

Eric S. Atchison  
Vice President for Strategic Research  
Arkansas State University System  
501 Woodlane Street, Suite 600  
Little Rock, Arkansas 72201

Dear Eric,

It is with great enthusiasm that I write this letter in support of Dr. Victor M. H. Borden (Vic) being nominated for the 2023 AIR John Stecklein Distinguished Member Award. Vic is internationally recognized as an eminent institutional researcher and scholar. Vic's exemplary career has advanced the field of institutional research through scholarship, leadership, and service.

Vic's research portfolio is extensive. Vic's research has focused on key challenges and opportunities in higher education. Vic has served on editorial boards such as *New Directions for Institutional Research* and *Research in Higher Education*. Vic's research has been recognized by AIR and other professional associations. For example, Vic was the recipient of the 2020 AIR Sidney Suslow Scholar Award and the Charles F. Elton Best Paper Award in 2014 and 2020. In addition, Vic has served on the thesis and dissertation committee for more than 35 up and coming institutional researchers and higher education professionals.

Vic has served in leadership roles in regional and national institutional research professional associations including serving as President of AIR. Vic has served on countless national and international panels, task forces, and advisory boards. Vic's service has been recognized by AIR and other professional associations. For example, Vic was the recipient of the 2011 AIR Outstanding Service Award.

Vic embodies the mission of AIR and is a true ambassador of institutional research. Vic has a strong commitment to further the professional development of institutional research colleagues. Vic's service to the field of institutional research includes delivering countless professional workshops, seminars and webinars. Vic has taught 23 sections and more than 250 students in a Graduate Certificate in Institutional Research program. In addition, Vic is a wonderful collaborator evidenced by the numerous articles, journal chapters, and edited volumes written with colleagues appearing in publications such as, but not limited to, *New Directions for Institutional Research*, *New Directions for Higher Education*, *Research in Higher Education*, and *Diverse: Issues in Higher Education*.

Vic's contributions have had a direct and positive impact on AIR and the IR profession. Vic is passionate about higher education and institutional research. This passion leads to institutional research becoming scholarship which leads to improvement in higher education. Vic's scholarship, leadership and service is a great contribution to the IR profession. It is dedication like Vic's that makes AIR a premier organization for institutional researchers. I strongly support that Vic be awarded the 2023 AIR John Stecklein Distinguished Member Award. Thank you for your time and consideration.

Sincerely,



Heather A. Kelly, Ed.D.  
Director of Institutional Research  
AIR President 2020-2021

January 20, 2023

Association for Institutional Research Awards Selection Committee  
1983 Centre Pointe Blvd. #101  
Tallahassee, FL 32308

Re: Nomination of Victor (Vic) M.H. Borden for AIR John Stecklein Distinguished Member Award

Dear Colleagues:

I am happy to provide a letter of support for Vic Borden for this year's AIR John Stecklein Distinguished Member Award. Vic is one of the most outstanding IR leaders I had a privilege working with. I got to know Vic well when I worked as a research analyst at the office he led at Indiana University. Now, fifteen years later, I still follow his vision and ideas about institutional research.

Vic has been a mentor to many IR professionals and students. When I worked with Vic, I was new to the profession and had doubts in my abilities to tackle new tasks or to learn new skills. Vic's confidence and support were instrumental in my growth as an IR professional. Vic's sound statistical advice challenged me to learn new methods, develop publishable research, and conduct innovative studies for decision support. His passion for research inspired me to go above and beyond routine reports.

When I go to AIR Annual Forum, I always search the program for Vic's presentations. Not just because I like to connect with Vic or because he is a captivating presenter. His presentations are a great source of ideas and inspiration. His presentations provoke thought about limitations of current research and possibilities for future research. His presentations are always memorable because he naturally incorporates humor in his speech.

Vic's scholarly contribution is evidenced by strong publication record, by several best paper and best presentation awards as well as by the Sidney Suslow Scholar Award that recognizes researchers whose scholarly work has significantly advanced the field of institutional research. His scholarly contributions guide everyday work of IR professionals:

*“Although rationality is a desirable quality and goal, institutional researchers are limited if they operate purely from this perspective . . . decision making in higher education can be viewed as occurring in the context of an interactive learning*

*experience . . . increased collaboration creates greater buy-in, ownership, and engagement in the learning process.” (Borden and Kezar 2012: pp.87-89)*

IR community also benefited from Vic’s service to the Association for Institutional Research. Vic has been a member of the association since 1988 and an AIR President in 2003-2004. Vic also served Indiana (INAIR) community. Aside from his own involvement in international, national, and local associations, Vic always encouraged his staff and students to present and to serve the IR community. Vic’s encouragement was an important factor for my own involvement with the association.

Vic truly deserves recognition for his significant contribution to the field of institutional research. It is my sincere hope that you will honor Vic with AIR John Stecklein Distinguished Member Award.

Sincerely,



**Iryna Muse, Ph.D.**

University of Alabama System

Assistant Vice Chancellor for System Analytics and Business Intelligence

500 University Blvd. E | Tuscaloosa, AL 35401

O: 205.348.8350 Fax: 205.348.9560

[imuse@uasystem.edu](mailto:imuse@uasystem.edu) | [uasystem.edu](http://uasystem.edu)



THE UNIVERSITY OF ALABAMA  
THE UNIVERSITY OF ALABAMA AT BIRMINGHAM  
THE UNIVERSITY OF ALABAMA IN HUNTSVILLE  
THE UAB HEALTH SYSTEM

Editor, [AIR Professional File](#)



Awards Committee  
Association for Institutional Research  
PO Box 13739  
Tallahassee, FL 32317

January 26, 2023

Dear Awards committee

It is an honor and pleasure to write this letter of support of Victor (Vic) Borden for the John Stecklein Distinguished Member Award. Vic has been a constant and ubiquitous presence as a national leader in institutional research for many years and has impacted the field and individuals in many ways.

Vic exemplifies all the strengths of an academic research faculty and the practitioner skills of an institutional research professional—a unique combination of skills. But beyond those skills, Vic genuinely cares about the institutional research profession and has a demonstrated history of serving the profession throughout his career.

Vic began his career in an institutional research office and has been engaged in AIR since 1988. Over the course of those 35 years, Vic has consistently served the AIR community through a variety of means, included serving in regional AIR activities, and president in 2003-04. Vic is committed to improving the field of Institutional Research, and always willing to help other members improve their skills and the profession. However, Vic is also actively engaged internationally as a member of the European AIR and serving on editorial board of a European academic journal.

I have known Vic for over 20 years and have always been impressed by his wide-ranging knowledge of higher education issues, openness to learning more, and ability to clearly articulate opinions and recommendations for improving the field. Vic has done this in both advisory roles (such as the IPEDS Technical Review Panels (TRP) I served on with him) as well as his leadership on maintaining and updating the Carnegie Classification of Institutions of Higher Education. In my interaction with him on the Carnegie Classification it was clear that he wanted to be as inclusive of input as possible to develop classifications that best served the higher education community—his only agenda was to improve the utility of an existing model, that would serve all higher education institutions.

On the academic front, Vic is advancing the field in several ways. He serves as a reviewer for several academic journals and is on several editorial boards. Vic is a prolific author, with a long history of

peer reviewed articles and presentations. In addition, he is helping to develop higher education professional through his instructional activities and sitting on Dissertation committees.

Despite the extensive work Vic has done in the field of Higher Education research, is also a genuinely nice person and a talented musician--a proud member of the WindBreakers who performed regularly at AIR forums in years past.

It is therefore my distinct pleasure to support the nomination of Vic Border for the John Stecklein Distinguished Member Award.

Sincerely,

A handwritten signature in cursive script that reads "Kent Phillippe".

Kent A. Phillippe

Vice President, Research & Student Success



January 17, 2023

AIR Awards Selection Committee  
c/o The Association for Institutional Research  
PO Box 13739 Tallahassee, FL 32317

Dear Colleagues:

It is my privilege to provide a letter of support for Dr. Victor Borden (Vic) for this year's John Stecklein Distinguished Member Award. Vic has longstanding, significant, and impactful contributions to the profession and the community of IR practitioners.

The John Stecklein Distinguished Member Award recognizes those who have made substantial contributions to the field of institutional research by advancing the practice through innovative ideas, techniques or theory. I met Vic in the late 2000's when I was green in the IR field. He was in his role as the Associate Vice President position at Indiana University. Since that time, he has been a constant source of ideas, leadership and inspiration within the field of IR. After meeting Vic, I continued to watch his progress of leading the Carnegie Classification in 2014 and saw a progressive leader in IR continue to advance his skills in ways that I can only hope to aspire to be in the future. Vic checks every box required for the Stecklein Award. Some of those accomplishments are listed below in support of this nomination:

1. Vic is an active member of AIR and has been a fixture in the IR community since the late 80s. He has served as track reviewer, presenter, workshop leader, facilitator, Forum chair, and president of AIR.
2. He has advanced the practice of institutional research through innovative ideas, techniques and theory by reviewing and publishing countless works in IR (see Vitae in support).
3. Within AIR he has served as faculty for the Foundations, Statistics, Information Technology, and Enrollment Management Institutes.
4. Additionally, he has led the Graduate Certificate Program in IR at Indiana University since 2012. He has impacted over 400 students in the IR field since 2002 by also teaching in the program.
5. He has been a force in editorial work where he is on the editorial board for New Directions for Institutional Research since 2017 and has been an ad-hoc reviewer for several peer reviewed journals. These include the Journal of Higher Education, Journal of the Scholarship for Teaching and Learning, Quality in Higher Education, American Psychologist, Journal of the Association for Information Science and Technology, and Review of Higher Education.
6. His works are varied and often-cited (well over 2600 citations), which is evidence of a strong contributor to scholarly activities inside and outside of institutional research.
7. He has supported the training and development of IR practitioners. I will include myself in the large group of people mentored by him throughout the years.
8. Vic has also received several awards for his contributions to IR such as the Sidney Suslow Scholar Award from AIR and the W. George Pinnell Award for Outstanding Service from Indiana University, both awarded in 2020. Additionally, in 2020, he also received the Charles F. Elton Best Paper Award by AIR and again in an earlier year in 2014. In 2011, he also received the Outstanding Service Award given by AIR.





THE UNIVERSITY OF  
ALABAMA IN HUNTSVILLE

With such high accomplishments, it is fitting that Vic should receive the Stecklein Award. He has continuously risen to the occasion to impact the field of institutional research through extraordinary scholarship, leadership and service as seen by the above examples. Vic's impact will continue for years to come as we consider his full body of work and impact to the organization and across the IR field. Honoring him as the John Steiklein Distinguished Member Award in 2023 would be an exemplary way to recognize this wonderful colleague and an exemplar leader.

With warmest regards, I without hesitation nominate Dr. Victor (Vic) Borden.

Sincerely,

Dr. M. Suzanne Simpson

The University of Alabama in Huntsville  
Assistant Provost for Institutional Research, Effectiveness, and Assessment



Nominations Committee for the Stecklein  
Distinguished Service Award  
January 19, 2023

Dear Committee Members:

I write to add my strong support to consider Dr. Victor Borden for AIR's John Stecklein Distinguished Member Award. There is no finer a candidate than Vic Borden. I've had the pleasure of knowing Dr. Borden as a professional colleague for nearly three decades. His dedication to, and productivity in, service and academic scholarship for AIR, IU, the Carnegie Classification system, and higher education broadly, affirm his qualification for this award.

As a long-time colleague, I first met Vic through the Association for Institutional Research (AIR) activities including Forum presentations, serving on AIR committees, and through our mutual participation as faculty members in the AIR summer institutes that were held in the 1990s and early 2000s. Dr. Borden and I served on the AIR Board together, and I have had the pleasure of working with him on several international visits for IR-related meetings and keynote talks.

Over the years, Dr. Borden's contributions to service are numerous and are most evident through his service to AIR. As a teacher and mentor at four AIR Institutes – The Foundations Institute, Statistics Institute, Technology Institute, and Enrollment Management Institute, Vic consistently displayed a balance of comprehensive understanding of the content, while delivering it to Institute attendees in an effective and engaging manner. He has a natural gift and desire to help young IR scholar-practitioners. These qualities were also evidenced in his collaboration with students on publications and presentations as well as his work in developing one of the first IR certificate programs.

Vic's passion and gifts for teaching and advising can also be seen in his instruction of the international webinar through the University of Melbourne (AU) as well as dozens of workshops for IR, educator conferences in many international locations, and other diversity work, both in the US and abroad. For sure, Vic is one of, if not the lead US colleague I know who has worked on IR issues with a high number of international IR affiliates including those in the Middle East and Northern Africa (MENA), Southern Africa, Australia, China, Taiwan, and Korea, and Japan.

Vic Borden also exhibits strong contributions to the scholarship of institutional research. Vic is a prolific author with a high number of and range in publications. He has communicated higher education knowledge through a variety of written formats- both peer-reviewed prestigious journal articles as well as through research reports and white papers. There is a value to each form of written publication, and through the variety of publications, Vic has succeeded in sharing knowledge about facets of higher education with a variety of audiences including faculty members, senior administrators, legislators, and other public readers. His scholarship consists of content that is relevant and timely, often including helpful comments, insights, or recommendations.

I urge your committee to consider Dr. Victor Borden for the Stecklein Distinguished Member Award. You will not identify a finer a nominee. His service and dedication to the IR profession unquestionably show his qualification for this award. Please let me know if I can provide additional information. Thank you.

Sincerely,

[Karen L. Webber](#)

Karen L. Webber, Ph.D.  
Emeritus Professor of Higher Education  
McBee Institute of Higher Education  
The University of Georgia  
E-mail: [kwebber@uga.edu](mailto:kwebber@uga.edu)