

Association for Institutional Research

**Nomination Package for the
Sidney Suslow Scholar Award**

**Submitted on behalf of
Victor M.H. Borden, Ph.D.**

by

Robert Toutkoushian, Ph.D. and Sandi Bramblett

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Curriculum Vitae for Victor M.H. Borden, Ph.D.

Contact Information for the Candidate:

Victor M.H. Borden, Ph.D.

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Bloomington, IN 47405

Phone: (812) 856-0855

Email: vborden@iu.edu

Web: <http://pages.iu.edu/~vborden>

Letter of Nomination

December 16, 2019

Dear AIR Awards Committee:

We are proud to nominate Dr. Victor (Vic) Borden for consideration for the Sidney Suslow Scholar Award for 2020. This prestigious award seeks nominees whose scholarly work has significantly advanced the field of institutional research; represents original, meritorious, and/or creative contributions or applications; and is recognized as being of high quality in its implications and applications for institutional research and related higher education policy and practice. Dr. Borden's sustained contributions through his leadership, original research and scholarly publications provide strong support for this nomination.

Dr. Borden is a longtime member of the Association for Institutional Research, and is currently a Professor of Higher Education in the Higher Education and Student Affairs program at Indiana University – Bloomington (IUB). In addition to this, Dr. Borden has worked in various capacities relating to institutional research at IUB, Indiana University – Purdue University at Indianapolis (IUPUI), George Mason University, and the University of Massachusetts.

During his career, Dr. Borden has made many important contributions to the field of institutional research through his scholarly work. As you will see from his CV, he has published more than fifty studies in edited books and monographs, along with a number of journal articles and other publications since his entry to the field of institutional research. Dr. Borden's scholarship has focused primarily on assessment and accountability in higher education, institutional research, and psychology and higher education. Dr. Borden's scholarship has been instrumental in shaping the way that institutional researchers look at assessment and accountability, and focuses on the application of theories and concepts to higher education issues. It is important to note that many of his publications have been in outlets that are central to the field of institutional research. He is the editor / co-editor of two volumes of *New Directions for Institutional Research*, and a contributor to many volumes and books pertaining to assessment in higher education. He is affectionately known as the "accountability czar" at Indiana University.

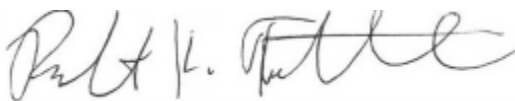
In addition, Dr. Borden has contributed to the field of institutional research in other ways related to his scholarship. He served as President of the Association for Institutional Research, and thus guided decision making for the Association's umbrella of publications. He is a member of the Consulting Editorial board for *Research in Higher Education*, and was named one of the five outstanding reviewers for the journal. Vic has been a regular presenter at the Association's annual Forum. He is the founder and faculty member of the AIR Information Technology Institute and a faculty member of the Enrollment Management Institute and the Statistics Institute. In addition to his AIR service, he is a regular presenter of research at IR-related meetings and conferences around the world.

In summary, we are pleased to nominate Dr. Victor Borden for the Sidney Suslow Scholar Award. Please let us know if you have questions or require any additional information.

Sincerely,



Sandi Bramblett
Assistant Vice President,
Institutional Research &
Enterprise Data Management
Georgia Institute of Technology



Robert K. Toutkoushian
Professor, Institute of Higher Education
University of Georgia

Letters of Support

TRUDY W. BANTA

To: Members of the Sidney Suslow Award Selection Committee
Re: Nomination of Victor M. H. Borden

I have observed his career since Vic Borden and I joined the faculty and central administration of Indiana University-Purdue University Indianapolis (IUPUI) in 1992 to form a new administrative division: Planning and Institutional Improvement, I as Vice Chancellor, and Vic as my Director of Information Management and Institutional Research (IMIR). In addition to his 110% job in IR, Vic first earned tenure, then the rank of full professor in a tough department-Psychology-in the Purdue School of Science at IUPUI. In 2005 Vic transferred from IUPUI to Indiana University Bloomington (IUB) to become AVP for Planning and IR, and in 2010 he moved his professorship to the Higher Education program in the IUB Department of Educational Leadership and Policy Studies. While Senior Advisor to a system-level VP at IU, beginning in 2010 Vic also served as Higher Education Program Chair and coordinated its Graduate Certificate in IR. In 2014, he added the title of Project Director for the nationally-recognized Carnegie Classification of Institutions of Higher Education to his already-full portfolio of administrative responsibilities.

Strong evidence of Vic Borden's qualifications for the **2020 Sidney Suslow Award** is presented in the following accomplishments: while employed full-time as an IR professional and ~~high-level administrator~~ and as a faculty member at IU for 27 years, he has also become widely recognized (e.g., with several best paper and best presentation awards as well as peer-reviewed publications) for significant scholarly work that has advanced IR theory and practice; has served as AIR President; and has received the 2011 AIR Outstanding Service Award.

At IUPUI Vic Borden created new reporting strategies for existing data on student enrollment and success and designed new surveys to gather additional information on student and alumni satisfaction with academic programs and student services. He presented these data in such convincing ways that soon faculty and administrators at all levels were listening. Based to a significant degree on the trustworthy evidence Vic was providing, IUPUI faculty began to make improvements designed to bolster student success that had not been considered previously. For instance, in the mid-1990s Vic's data helped convince faculty and administrators that University College should be established as an academic unit dedicated to giving first-year students the best possible preparation for their subsequent academic work. Those data later furnished the evidence that convinced several national organizations to recognize University College for its progress in producing positive student outcomes.

We instituted at IUPUI an institution-wide 10-year program of comprehensive peer review for academic departments, bringing in faculty from universities outside Indiana with expertise in each program area to read a self study, interview faculty and administrators, and produce a report summarizing current status and areas for improvement. Vic and his IMIR colleagues played key roles in helping faculty in each department assemble the data they needed to tell their departmental stories most effectively. All Vic's good work contributed significantly to the distinction accorded IUPUI in 1997 as one of six Best Practice Institutions selected in the international "Measuring Institutional Performance Outcomes" benchmarking study conducted by the American Productivity and Quality Center.

When in 1999 IUPUI received funding from the Pew Charitable Trusts to lead the Urban Universities Portfolio Project, Vic assumed the responsibility for developing the technical aspects of an electronic portfolio for a consortium of six universities. His effective work later made it possible for IUPUI to be the first university to submit entirely online its self-study for institutional reaccreditation by the North Central Association.

In addition to developing Diversity Indicators to gauge IUPUI's progress in achieving this important component of its campus mission, Vic Borden was called on to conduct the annual national study of degrees conferred to students of color for *Diverse Issues in Higher Education* and *Community College Weekly*. He performed these analyses for 25 years, from 1991 to 2016. Of course this visibility led to invitations for Vic to speak about increasing diversity in higher education on campuses and at meetings across the country.

Vic has advanced understanding of IR in so many ways: as a teacher and mentor for graduate students taking his courses, as dissertation chair, as a curriculum developer and coordinator of the IU Graduate Certificate in IR, as a developer and director of the AIR Technology Institute, and as a faculty member in over 60 additional AIR Institutes and other workshops and webinars. His scholarship has advanced theory and practice in the focus areas of higher education classification (and national ranking) systems, learning analytics, institutional eportfolios, dual credit, student success factors, faculty workload measures, and performance indicator systems.

Vic has served as a consultant to NCES, the Higher Learning Commission, IPEDS, and NSF. Now his scholarship and ability to advance the understanding of IR are being recognized internationally. He has a growing number of publications in international periodicals, some with co-authors from other countries. He has been a keynote speaker at several AIR affiliates: Southern Africa, Australasia, Middle Eastern/North African, UK, and Chinese. He has developed and delivered IR workshops in Australia, China, Malaysia, and South Africa. He is a regular presenter at the annual meetings of the European Association for Institutional Research, and has published chapters in EAIR-related publications.

As an appreciative recipient of the Suslow Award myself, I sincerely believe that Victor M. H. Borden has more than fulfilled the expectations associated with the award, namely, significant scholarly contributions to the field of IR and advancement of the quality of practice in the field. If I may supply other relevant information, please contact me.



Trudy W. Banta
Professor of Higher Education and Vice Chancellor Emerita
Indiana University-Purdue University Indianapolis

December 10, 2019

2020 AIR Awards Committee
Association for Institutional Research
1983 Centre Pointe Blvd. #101
Tallahassee, FL 32308

Re: Nomination of Dr. Victor (Vic) M. H. Borden for the Sidney Suslow Scholar Award

Dear AIR Award Committee Members:

It is with great pleasure and admiration that I write this letter of support for Dr. Vic Borden to be the recipient of our Association's Sidney Suslow Scholar Award. I have known Vic for over 20 years and have had the privilege to collaborate directly with Vic in a number of IR projects and activities through INAIR and AIR, including as a member of the Board of Directors, a member of the AIR Institutes, and also on committees. There are few who can match Vic's sustained and significant contributions with the deepest commitment and dedication to the promotion of institutional research. His scholarly work, teaching, consultancies, and volunteer services can attest to his many contributions to our field. Therefore, I strongly recommend that Vic be given the Sidney Suslow Scholar Award because he is truly deserving this honor.

Nationally, Vic is well-known in our field and the broader higher education community through his research on the assessment of organizational performance within higher education institutions. In addition to his teaching and administrative duties at Indiana University and other professional engagements in the community, Vic is recognized for his leadership as the Project Director in leading the nationwide effort in updating and enhancing the Carnegie Classification of Institutions of Higher Education for facilitating benchmarking studies and educational research. His research on education quality and accountability has made significant contributions to the field, and he is most sought after by both higher education associations and institutions to offer consultation on quality improvement and accreditation initiatives. Having been involved in quality and continuous improvement projects for our campus and beyond, I have found Vic's work insightful and particularly helpful in my own work.

Globally, Vic is also well-recognized and well-respected by members of the global higher education community serving as an invited advisory panelist, author, reviewer, and keynote speaker to advance understanding to the international audience on a variety of topics with respect to performance assessment and institutional research. Some of the countries that Vic has been invited to share his work include Australia, Austria, Canada, China, Hong Kong, Ireland, Netherlands, Poland, South Africa, Taiwan, UAE, and UK, etc. Most notably, Vic was chosen in 2010 by the U.S. State Department and the J. William Fulbright Foreign Scholarship Board to receive a Fulbright Specialist Award for his recognized expertise in assessing organizational performance to provide assistance to the

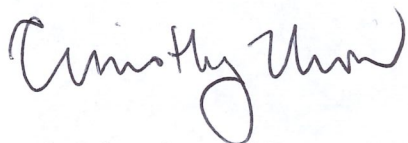
University of KwaZulu-Natal in South Africa for enhancing institutional effectiveness and promoting student success.

As busy and occupied as he is with many responsibilities, Vic is also known for his passion for institutional research and his generosity in sharing his time and expertise with fellow researchers and his students--from examining potential implications of education policy changes, to formulating research plans for conducting statistical analysis with real-world constraints. Respecting his expertise, I have often approached Vic for his advice on research design and analysis and he never once turns down my requests for help. His enthusiasm to grow institutional research into the future cannot be understated, as seen by his active involvement in the education and training of future institutional researchers.

I must also mention that Vic is a multi-talented scholar, writer, teacher, musician, and artist. In addition to mentoring his students at Indiana University, delivering keynote addresses at conferences, and contributing articles for higher education journals, Vic also uses his sharp wit and sense of humor to lighten up learning and connect with his fellow institutional researchers through fun songs with his original lyrics on common challenges and familiar issues facing our profession. When I think of the songs he often sang with his fellow AIR Windbreakers, I can't help but wear a smile on my face for songs with titles like IR State of Mine, Computing with HLM, and SQL Agent Man.

Vic is most worthy of the Sidney Suslow Scholar Award because of his passion for IR and the many contributions through his scholarly work to our field. He deserves the recognition of our peers and the prestige of being a member of the select group of scholars who have previously received this award. I strongly support Vic's nomination for the Sidney Suslow Scholar Award and it is my sincere hope that you will choose Vic for the award. If there is any further information that I can provide, please contact me via email at chow@rose-hulman.edu or by phone at (812) 877-8910. Thank you for your kind attention and consideration.

Sincerely,



Timothy Chow, PhD
Director of Institutional Research
Office of Institutional Research, Planning, and Assessment
Rose-Hulman Institute of Technology
(812) 877-8910
chow@rose-hulman.edu

4991 Ridge Dr.
Las Vegas, NV 89103
November 21, 2019

Nominations Committee
Association for Institutional Research
1983 Centre Point Blvd.
Tallahassee, FL 32308

Dear Committee Members:

This letter is in support of Dr. Victor Borden's nomination for the Sidney Suslow Award for Scholarship. I believe Vic's scholarship in the study of higher education and institutional research has been important and continuous over the past thirty-five years.

My colleagues, in their letters supporting Dr. Borden's nomination, outline and discuss his impressive publication record in peer reviewed journals as well as his sustained work in analyzing black student graduation rates and community college productivity. I too want to recognize these works as important contributions to our understanding of the workings and productivity of the Academy over the past 35 years. However, in this letter, I focus on another aspect of Dr. Borden's scholarship, that of instruction and mentorship.

As outlined in his Vita, Dr. Borden has worked his way through the faculty ranks, now holding the rank of Professor at IU-Bloomington. During his career, he taught undergraduate and graduate level courses, and sat on or chaired graduate committees. In addition, he has directed and taught in IU-Bloomington's Certificate Program in Institutional Research since 2012.

While teaching a number of undergraduate psychology courses early in his career, his primary instructional activities have been the mentoring of graduate students studying various aspects of higher education. He has served on or chaired 19 graduate committees, currently serving on six doctoral committees. Of these 25 committees, Vic has or is chairing 14. The purpose of a graduate program is to educate and train individuals to be professionals, academic or administrative, in higher education. A primary role of graduate committee members throughout the students' program is to mentor students into the roles they have chosen to pursue. Many of the research topics addressed by graduates of the program are related to the practice of institutional research and student affairs. As outlined in his Vita, during the past several years, Dr. Borden's mentoring role as a graduate committee chair has increased significantly.

A second scholarly activity of Dr. Borden has been his support and leadership in IU-Bloomington's Certificate in Institutional Research Program. This Program was originated through a four-year grant (\$195,000) from AIR in 2001. Vic was one of three IU faculty members who were awarded the grant. Between the years 2002 and 2008,

Dr. Borden taught 30 sections of a one credit hour module, interacting with some 148 students. Since 2011, each year he has taught two courses in the Program, *Foundations of Institutional Research* (the introductory course) and *Capstone in Institutional Research* (the final capstone course for the Program). In these courses he has interacted with over 120 post master's students. Arguably, these two courses set both the foundation for expectations of the students, and define the quality of the Program's output. I would suggest this is and has been an important form of mentoring institutional research professionals.

Finally, I would like to recognize an outcome of Dr. Borden's scholarship. Vic's selection to teach workshops and seminars nationally and internationally, as well as invited presentations, have been based, at least in part, on his substantive publication record reflecting original research. This form of recognition reinforces the value placed on his research by editorial review boards of the many journals in which he has published.

I appreciate your consideration of Dr. Victor Borden for the Sidney Suslow Scholarship Award. If you have questions, please don't hesitate to contact me.

Respectfully,

Richard Howard

Richard Howard

Director of Institutional Research and Professor
University of Minnesota
Retired

232 Shillings Chase Drive
Cary, NC 27518
November 19, 2019

Nominations Committee
Association for Institutional Research
1983 Centre Point Blvd.
Tallahassee, FL 32308

The purpose of this letter is to support the nomination of Victor Borden for the Sidney Suslow Scholarship Award. This support is made based on his significant advancement of the field of institutional research and its theory, study, practice, application, tools, and models through his numerous publications. These publications represent original, meritorious, and creative contributions or applications. Their publication in multiple referred publications demonstrate that they are seen as high quality and original work by our colleagues.

He has made these contributions on numerous topics with a large number of them on methodology. He has also published extensively on the assessment of learning.

He has published over seventy articles in refereed journals and chapters in various professional books and monographs. He has contributed to the body of knowledge through a chapter in the Handbook as well as a sustained series of contributions to *New Directions in Institutional Research*.

He has done some eighty publications analyzing the number and the characteristics of degrees awarded black students and also degrees awarded community college students. He did these analyses for some 24 years and the results have been published in *Diverse Issues in Higher Education* and in *Community College Week*.

Finally, many of these publications have involved students and junior colleagues. This has been a contribution to the skills and professionalism of junior professionals in institutional research.

Thank you for considering his selection.

A handwritten signature in cursive script that reads "Gerry McLaughlin". The signature is written in black ink and is positioned above the typed name and title.

Gerry McLaughlin
DePaul University
Associate VP, Enrollment Management and Marketing (Emeritus)



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AIR Nominations Committee
November 12, 2019

Dear Committee Members:

I am delighted to add my comments and strong enthusiasm for Dr. Victor Borden's nomination of AIR's 2020 Sidney Suslow Scholar Award. I have had the pleasure of knowing Vic as a professional colleague for nearly three decades. In many ways, he conveys scholarly qualities and professional character that affirm his qualification for this award.

I first met Vic through AIR professional 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. I marvel at Vic's broad knowledge of institutional research, strategic planning, and education generally. His knowledge of higher education institutions is deep and broad, and his base of experiences, both nationally and well as internationally provide him with a wide array of examples for how institutions implement institutional strategy. He has a strong grasp of the relevant higher education literature and uses it daily in his work as professor of higher education, as the project director for the Carnegie Classification system, and as senior advisor to the Executive VP for University Academic Affairs at IU (I've often wondered how he does it all and so well).

In recent years, I have relied on Vic as one of my 'go-to' colleagues when I have a question on institutional research, strategic planning, international higher education, or higher education research more broadly. I was honored that Vic served as the lead author in a book chapter with me in 2015 and as a solo author in another book chapter for me in 2018. Vic was recently nominated for Indiana University's W. George Pinnell Award for Outstanding Service (results not available at this time), another indication of his scholarly dedication to service. Furthermore, Vic's experiences internationally are also deep and detailed. His work with colleagues in Africa, the Middle East, Singapore, and beyond signal his leadership and knowledge of IR and higher education. He takes his knowledge of US higher education and situates it within the international context to offer comments and suggestions that are relevant for that particular audience. This is exactly what a good higher education scholar and expert should do.

While Vic can be serious and a thoughtful professional, he also has great wit and a marvelous sense of humor. I remember fondly his crafty humor, sometimes displayed in song or lyrics or both. At one of the AIR summer institutes, I remember fondly his wit with lyrics on IR as he played the guitar. I also remember his appearances (with other AIR colleagues) as the 'Vic and the Windbreakers' entertained AIR audiences on numerous occasions. He has a knack for being fun and serious at the same time.

I urge the committee to consider Dr. Victor Borden for the 2020 Sidney Suslow Award. You will not find a finer nominee. I'm honored to know Vic, and I hope he considers me half the scholar that I consider him. I'm sure you agree that Vic displays all the criteria for this award, hands down. Thank you.

Sincerely,

Karen L. Webber, Ph.D.
Associate Professor of Higher Education
E-mail: kwebber@uga.edu

**Curriculum Vitae for
Victor M.H. Borden, Ph.D.**

VICTOR M. H. BORDEN, PH.D. - CURRICULUM VITAE

201 N. Rose Avenue, Rm 4274
Bloomington, IN 47405
Phone: (812) 856-0855
Fax: (812) 856-1209
Email: vborden@iu.edu
Web: <http://pages.iu.edu/~vborden>

Education

- 1980-1987 University of Massachusetts-Amherst, Massachusetts
M.S. Psychology (Social), 1984
Ph.D. Psychology (Social), 1987
Minor in Quantitative Methods
- 1975-1979 University of Rochester, New York
B.A. Psychology and Sociology (double major)

Academic Appointments

- 2010-present Professor, Educational Leadership and Policy Studies, Indiana University Bloomington
Program coordinator, Higher Education and Student Affairs Graduate Programs (2014-2017))
Program coordinator, Graduate Certificate in Institutional Research (since 2012)
Project Director, Carnegie Classification of Institutions of Higher Education (Since 2014)
Director, Project on Academic Success (since 2016)
- 2009-2010 Professor, Department of Psychology, Purdue School of Science, Indiana University-Purdue University Indianapolis
- 2001-2009 Adjunct Associate Professor, Educational Leadership and Policy Studies, School of Education, Indiana University
- 2001-2009 Associate Professor, Department of Psychology, Purdue School of Science, Indiana University-Purdue University Indianapolis
- 1992-2001 Assistant Professor, Department of Psychology, Purdue School of Science, Indiana University-Purdue University Indianapolis

Professional Appointments

- 2010-present Senior Advisor to the Executive Vice President for University Academic Affairs, Indiana University (formerly University Regional Affairs, Planning, and Policy)
- 2005-2010 Associate Vice President, University Planning, Institutional Research, and Accountability, Indiana University
- 1992-2005 Associate Vice Chancellor (since 2001), Director (prior), Information Management & Institutional Research, Indiana University-Purdue University Indianapolis
- 1987-1992 Director, Institutional Research (since 1991), Management Information Coordinator (prior), Office of Institutional Planning and Research, George Mason University - Fairfax, VA.
- 1984-1987 Research Analyst, Office of Institutional Research and Planning, University of Massachusetts - Amherst, MA.

- 1982-1984 Research Intern, Student Affairs Research and Evaluation Office, University of Massachusetts - Amherst, MA.
- 1979-1982 Graduate research and teaching assistantships; NIMH traineeship; statistical and computer consulting. Department of Psychology, University of Massachusetts - Amherst

Professional Organizations

- 2012-present American Educational Research Association (AERA) - Member
- 2010-present Association for the Study of Higher Education (ASHE) - Member
- 2003-present European Association for Institutional Research - Member
- 1996-2004 American Association for Higher Education (AAHE) - Member
- 1995 American Educational Research Association, Division J - Reader
- 1994 Midwest Psychological Association - Member
- 1992 Urban Public University Student Affairs Data Exchange - Member
- 1992-present Indiana Association for Institutional Research (INAIR) – Member and Past President
- 1998-1999 Immediate Past President
- 1997-1998 President (Elected)
- 1996-1997 Vice President and Forum Chair (Elected)
- 1994-1996 Chair, Publications Committee
- 1988-present Association for Institutional Research (AIR) – Member and Past President
- 2010- Research and Dissertation Grant Review Panel
- 2009-2010 Member, Ad Hoc Governance Task Force
- 2007-2008 Member, Nominating Committee (Elected)
- 2004-2005 Immediate Past President and Chair, Nominating Committee (Elected)
- 2003-2004 President (Elected)
- 2002-2003 Vice President (Elected)
- 2001-2002 Forum Chair (Elected)
- 2000-2001 Associate Forum Chair (Elected)
- 2000-2002 Faculty, Enrollment Management Institute
- 1997-2007 Faculty, Information Technology Institute
- 1998-2007 Faculty, Statistics Institute
- 1994-2000 Member, Professional Development Services Committee
- 1997-1998 Member, Nominating Committee (Elected)
- 1997-1998 Member, Task Force on Information Technologies and Practices
- 1996 Faculty, Foundations Institute
- 1996-1999 Co-director, Information Technology Institute
- 1993, 1996 Forum Track Reader
- 1994 Forum Track Chair
- 1987-1992 Virginia Association of Management Analysis and Planning - Member:

- 1992-1993 Coordinator of Computing Support, Annual Forum
1985-1987 Northeast Association for Institutional Research – Member
1990-1991 Executive Committee

Editorial Boards

- 2017- Tsinghua Journal of Education
2017- New Directions for Institutional Research – professional journal
2011- Research in Higher Education
2010- Tertiary Education and Management (TEAM) – Primary research journal of the European Society for Higher Education (EAIR)

Ad Hoc Reviewer

- 2014- Review of Higher Education
2013- Journal of the Association for Information Science and Technology
2013- American Psychologist
2013 Quality in Higher Education
2008-2010 Journal of the Scholarship of Teaching and Learning
2004- Journal of Higher Education

Honors and Awards

- 2014 Charles F. Elton Best Paper Award, Association for Institutional Research
2011 Outstanding Service Award, Association for Institutional Research - recognizes a member for professional leadership and exemplary service to AIR and for having actively supported and facilitated the goals and mission of the Association.
2010 Fulbright Specialist Award – two week project at the University of KwaZulu-Natal, Durbin, South Africa (September 17 through October 3)
2006 Best Presentation (with six others), Indiana Association for Institutional Research
2002 Best Paper (with Michele Hansen), Indiana Association for Institutional Research
2000 Best Paper (with Kim Oren and Ann Lowenkron), Indiana Association for Institutional Research
1999 Outstanding Presenter, Association for Institutional Research 39th Annual Forum
1998 Service Award, Purdue School of Science, Indiana University-Purdue University Indianapolis
1997 Co-lead a team, with Trudy Banta and Patrick Rooney that obtained for IUPUI distinction as a best practice" institution in the American Productivity and Quality Center (APQC) benchmarking study, "Measuring Institutional Performance Outcomes."
1995 Best Presentation (with Kathy Burton), Indiana Association for Institutional Research annual conference
1988 Honorary Faculty Member, School of Nursing, George Mason University
1982 NIMH Experimental Traineeship (on year)
1975-1979 Bausch and Lomb Scholar, University of Rochester

Teaching**Courses Taught**

Course	Description	Semesters Taught	Sects	Enr
Graduate Certificate in Institutional Research				
Foundations of Institutional Research	Introductory course for certificate program	Spring 2011 to present	9	124
Capstone in Institutional Research	Capstone course for certificate program	Fall 2011 to present	9	75
IR Modules	Six one-credit modules that served as the IR curriculum for the original raduate IR Certificate	Academic Years 2002-03 to 2007-08	30	148
Psychology Classes Taught at IUPUI				
Statistics	Required Statistics Course for Psychology majors	Spring 1994 through 1997, Fall 1998, 1999, 2002-2004	9	408
Social Psychology	Upper division class for psychology majors	Spring 1993	1	29
Introduction to Psychology as a Social Science	Introductory Psychology class and first-year seminar taught as part of a first-year student	Fall 2000	1	50
First Year Seminar	Learning Community			
Other				
Analyzing and Interpreting Test Scores	Online professional development class for K-12 teachers offered in collaboration with the Central Indiana Education Services Center	Spring 2002, 2003	2	20

Service on Thesis and Dissertation Committees

<u>Degree</u>	<u>Year</u>	<u>Role</u>	<u>Student Name</u>	<u>Program</u>
Ph.D.	Ongoing	Chair	Sara Lyness Reifel	Higher Education Faculty Motivation to Participate in Instructional Development Programs
Ed.D.	Ongoing	Chair	Liyao Zhao	Higher Education A Case Study of Social Media Marketing Practices Related to International Student Recruitment Function at Indiana University Bloomington
Ph.D.	2019	Chair	Youngsik Hwang	Higher Education Approaches to Students' Major Choice: Why, When, and How They Decide and How it is Related to Their College Experience at Four-Year Institutions
Ph.D.	2019	Member	Timothy O'Malley	Higher Education Evaluating the Efficacy of an Early Alert System: The Impact of Faculty Use of an Early Alert System on Student Success

<u>Degree</u>	<u>Year</u>	<u>Role</u>	<u>Student Name</u>	<u>Program</u>
Ph.D.	Ongoing	Chair	Roy Chan	Education Policy
Does the 15 to Finish Initiative Affect Academic Outcomes? Evidence from a College Promise Program in Indiana				
Ph.D.	Ongoing	Chair	Gretchen Holthaus	Education Policy
The Prevalence and Efficacy of Financial Aid Literacy Programs at U.S. Colleges and Universities				
Ph.D.	2019	Member	Vesna Balac	Instructional Systems Technology
Effectiveness of Problem-Based Learning on Image Critique Skills in a Second-Year Clinical Radiography Course: A Case Study				
Ph.D.	2019	Chair	Yang Hu	Higher Education
Assessing The Impact of Gender and Racial/Ethnic Composition on Women Of Color Students' Likelihood to Pursue a Doctoral Degree in Stem Disciplines				
Ph.D.	Ongoing	Chair	Jihye Kwon	Higher Education
Topic: the relationship between financial aid and student persistence				
Ph.D.	Ongoing	Member	Joseph Lovejoy	Higher Education
Understanding the Job Search Behaviors of Students Enrolled in the Liberal Arts Management Program at Indiana University				
Ph.D.	2019	Member	Lanlan Mu	Higher Education
A Behavior-based Typology of Students: Examining Stability and Change during High School and in the Transition from High School to College				
Ph.D.	2018	Member	Jon Lozano	Higher Education
Student Trustees in the United States: Exploring the Foundations and Issues Of Student Involvement in Higher Education Governance				
Ph.D.	2018	Chair	Jacob Docking	Higher Education
The Under-Representation of Asian Americans in Academic Administration: An Analysis of Leadership Perceptions, Political Acculturation, and Planned Behavior				
Ph.D.	2017	Chair	Jian Li	Education Policy / Higher Ed. Track
Conceptualizing and Measuring Global Competency: Evidence from the Chinese Context				
Ed.D.	2017	Chair	Ken Guan	Higher Education
Evidence Based Institutional Efforts: Enhancing the Campus Cultural Integration of International Undergraduate Students				
Ph.D.	2017	Chair	Bo Young Choi	Education Policy / Higher Ed. Track
An Exploratory Study on Factors Affecting Private Colleges' Viability in Korea				
Ed.D	2017	Chair	Jennifer Nailos	Higher Education
Perspectives on Professional Development and Professionalism of Student Affairs				

<u>Degree</u>	<u>Year</u>	<u>Role</u>	<u>Student Name</u>	<u>Program</u>
Ph.D.	2016	Chair	Christopher Troilo	Higher Education
Efficiency in Higher Education: Strategic Resource Allocation for Institutional Optimization				
Ph.D.	2016	Member	Cynthia Cogswell	Higher Education
Improving Our Improving: A Multiple Case Study Analysis of the Accreditor–Institution Relationship				
Ph.D.	2016	Member	Karyn Raybourn	Higher Education
Beginning College Student Attitudes Towards Student Loan Borrowing and Debt: An Exploratory Study				
Ed.D.	2016	Member	R.J. Woodring	Higher Education
Entrepreneurial Behavior in Academic Schools at Institutions Using an Incentive Based Budgeting Model				
Ph.D.	2015	Member	Deborah Santucci	Higher Education
The Reward Preferences of Mid-Level Student Affairs Professionals and the Influence on Job Performance Perceived by These Individuals				
Ph.D.	2014	Member	Desiree Zerquera	Higher Education
The Consequences of Prestige-Seeking on Fulfilling an Access-Centered Mission: An Analysis of Changes in Access over Time at Urban-Serving Research Universities (USRUs)				
Ph.D.	2013	Member	Eunyoung Park	Higher Education
Low-Income Students’ Access to Selective Higher Education				
Ph.D.	2010	Member	Johnnie Meadors, Jr.	Higher Education
Approaches to Systematic Transfer: An Examination of Students who Transfer within the Indiana University System.				
Ph.D.	2007	Member	Susan Johnson	Higher Education
Terms of Engagement: What Matters to African American College Student Participation in Educationally Purposeful Activities				
M.S.	2004	Member	Kathryn Daniels	Industrial/Organizational Psychology
The relationships of group goals, collective efficacy and group cognitive ability.				
M.S.	2003	Member	Jennifer Oser	Industrial/Organizational Psychology
The effects of structured decision-making techniques on information sharing, conflict, effectiveness, and viability in teams.				
Ph.D.	2000	Chair	Sherri Rings	Clinical Rehabilitation Psychology
Student success in an introductory psychology course: A conceptual model.				
M.S.	1998	Member	Jami Thomas	Industrial/Organizational Psychology
Barriers to feedback-seeking: The effects of feedback-seeking favorableness, feedback sign, and goal orientation.				

<u>Degree</u>	<u>Year</u>	<u>Role</u>	<u>Student Name</u>	<u>Program</u>
Ph.D.	1996	Member	Kim Sa T. Nguyen	Higher Education and Student Affairs
Leaking out of the Math/Science pipeline: Causal effects for second and third year college students.				
M.S.	1994	Member	Linda Brewer	Industrial/Organizational Psychology
Extending self-efficacy concepts to groups: Three different ways to estimate group efficacy for easy and difficult tasks.				

Institutional and Professional Service

Indiana University Committees

2012-2017	IU Regional Campus Blueprint Metrics Committee
2011-	IU National Survey for Student Engagement (NSSE) Steering Committee
2011-2012	Early Alert System Technical Advisory Committee
2009-2012	Indiana University Business Intelligence Task Force
2008-2010	Data Stewards Committee (Policy and Education task forces)
2007-2008	Indiana University Campus Liaison to State Voluntary System of Accountability Task Force
2007-2009	Enhancing Minority Attainment, Leadership Steering Group
2006-2010	Institutional Research Council - Chair
2005-2006	Indiana University Enrollment Working Group - Co-chair
2004	Institutional Research Ad Hoc Planning Group
2000-2003	External Survey Advisory Group
1998-1999	Teaching and Learning Information Technologies (TLIT) Assessment Advisory Group
1998-1999	Student Information Systems (SIS) Information Environment Task Force
1998-1999	Decision Support Team, New HR System Implementation
1998-1999	University Information Systems Task Force
1997-2005	Committee of Data Stewards
1995-1998	Electronic Archives Project Advisory Committee
1992-1998	Administrative Computer Advisory Committee

IU Bloomington Campus-Wide Committees

2011-2015	Campus Sustainability Advisory Board (executive committee)
2011-2015	Sustainable Computing Working Group (co-chair)
2010-2012	Undergraduate Assessment Committee
2009-2013	Online Course Evaluation Task Force

IUPUI Campus-Wide Committees

2004-2005	Undergraduate Transfer Task Force
2004-2005	Enrollment Management Council (Steering Group Member)
2004-2005	Retention and Graduation Council (Steering Group Member)
2004-2005	Civic Engagement Council (Steering Group Member)
2001-2005	Gateway Group (Promoting student success in first-year courses)
2001-2002	Undergraduate Admissions Committee

- 2000-2001 Brain Gain Task Force - chair process subcommittee
- 2000-2005 Civic Engagement Task Force
- 1999 Electronic Student Portfolio Advisory Committee
- 1998-2000 Pay Equity Study Technical Advisory Group
- 1998-2003 University College Assessment Steering Group
- 1998-1999 Information Technology Council
- 1992-1996 Chair, Institutional Data Coordinating Committee
- 1992-1994 Integrated Technologies Advisory Committee
- 1996-2000 Enrollment Management Group; Co-chair, Enrollment Information Support Team
- 1995-1996 Faculty Roles Study Group
- 1994-1997 Executive Steering Group, Student Enrollment Support Services
- 1992-2005 Academic Policies and Procedures Committee

IU School of Education Committees

- 2019- EdD Working Group
- 2018- Graduate Studies Committee
- 2018 Ad Hoc Committee on Future of CEEP
- 2017-18 Dean's Search Committee
- 2017-18d Annual Merit Review – Educational Leadership and Policy Studies
- 2016 Committee to Evaluate the Structure of the School of Education
- 2015- Policy Council
- 2011-2017 Long Range Planning Committee
- 2013-14 Graduate Admissions Committee (HESA Program)
- 2011-13 Promotion and Tenure Committee
- 2011-13 Awards Committee (HESA Program)
- 2011-12 Primary Committee (HESA Program) for two cases (chair of one)

IUPUI School/Department Committees

- 2000-2007 Department of Psychology Undergraduate Committee
- 1998-2001 School of Science Technology Committee
- 1996 Management Information Task Force, Schonnol of Nursing
- 1994-1995 Undergraduate Education Task Force, School of Science

Other Professional Service

Professional Workshops, Seminars and Webinars Delivered

- 2019 Making diversity count: Using data to plan, evaluation and improve diversity efforts at your institution. Full day workshop presented to chief diversity officers attending the CoopLew Summer Skill-Set Symposium. Galludet University, Washington, DC. June 19.
- 2019 Workshop and symposium delivered to faculty and staff at Kwansai Gakuin University. Symposium, Feb 27: Defining and Measuring Higher Education Outcomes. Workshop, Feb. 28: Toward What Ends? A workshop on defining and measuring student outcomes.
- 2019 Data, Measurement and Decisions. Half day workshop presented to chief diversity officers attending the CoopLew University of Indianapolis, February 6..
- 2018 Higher Education Research Seminars - Beihang University. A series of three lectures and three workshops delivered to students in the Institute for Higher Education at Beihang University. Lectures: Classifying Institutions to Guide Mission-Relevant Performance Assessment; Assessing the Excellence of Undergraduate Education; Big Data and the Role of

- Institutional Research in Assessing and Improving Institutional Performance. Workshops: Research Design in Higher Education; Developing Publishable Research in Higher Education
- 2017 Data Stream 2017: Introduction to Data Science – Five day short course on using data for decision making and development. Co-Taught with Professor Randhir Rawatlal (UKZN) and Dr. Surendra Thakur (DUT). May 15-19, University of KwaZulu Natal, Durban South Africa.
- 2017 From Data to Meaning to Action; Student Success: Moving Beyond Grades and Completions – Session presented at the Higher Learning Commission (HLC) Emergent Assessment Leaders and Strategic Assessment Workshops. Tempe, AZ, Feb 13-15.
- 2016 Short-term academic exchange – Beihang University, Beijing, China. 10 days of workshops and seminars with faculty and students at the Institute of Higher Education of Beihang University.
- 2016 Data Analytics in Higher Education – Final installment in series. Five scaffolded training workshops aimed at building Institutional Research (IR) and Data Analytics capacity at the University of KwaZulu-Natal. Durban South African (June 27– July 1).
- 2016 Enhancing the Student Experience: Innovative Perspectives and Approaches. 2016 National Engagement Workshops. Capstone workshops for a national project to stimulate new ways of thinking about the higher education student experience. Funded by the Australian Government's Office for Learning and Teaching. Co-presented with Hamish Coates and Paula Kelly, Workshops held at the University of Melbourne (June 14), University of Sydney (June 15), and University of Queensland (June 16).
- 2016 Carnegie Classification of Institutions of Higher Education system - history and 2015 updates. IPEDS Educator Web Conference, Online Education Series, Association for Institutional Research, Tallahassee, FL, April 21
- 2015 Learner Analytics Institute. Workshop sponsored by the Southern African Association for Institutional Research. Presented at the University of Pretoria, March 17.
- 2014 Data Analytics in Higher Education – Five scaffolded training workshops aimed at building Institutional Research (IR) and Data Analytics capacity at the University of KwaZulu-Natal. Durban South African (December 2 – 6). Using Institutional Research as the focus, and the Top 20 "Gateway" courses at UKZN as the lens, the training workshops enabled participants to apply the data analytics tools and practices to the real data-sets from various sources with the aim of obtaining actionable insights around institution-wide challenges
- 2014 Institutional Research in Tertiary Education – elective module within the online Master of Tertiary Education Management Program – L H Martin Institute, University of Melbourne, Australia. Four online webinars delivered from September through November.
- 2013 Institutional Research and Evidence Based Practice. A series of seminars and workshops presented to the faculty and staff of the King Fahd University of Petroleum and Minerals in Dammam, Saudi Arabia. Sessions presented: Evidence Based Decision Making and the Rise of Institutional Research (Seminar); Measuring and Enhancing Department Productivity (Workshop); Institutional Research (Workshop); Student, Staff and Constituent Surveys (Workshop); Assessing Civic Engagement (Seminar).
- 2013 Institutional Research in Tertiary Education – elective module within the online Master of Tertiary Education Management Program – L H Martin Institute, University of Melbourne, Australia. Delivered Sep. 30, Oct. 14, Nov. 11.
- 2013 Engaging Faculty in Student Learning Assessment. Academic Impressions Professional Development Workshop: Victor Borden, Chair; Workshop Presenters – Victor Borden, Douglas Eder, Kathi Ketcheson, Amy Smith. Charlotte, NC, Feb 27-March 1. Sessions presented by Victor Borden: Doing Assessment for the Right Reasons; Tools and Techniques for Assessing the Quality of Learning (with Amy Smith); Making Results Coherent; Making Assessment a Rewarding Experience.

- 2012 Leading Effective Institutional Research – Master class developed for the LH Martin Institute, University of Melbourne, Australia. Delivered Nov. 19-20
- 2012 Using Assessment to Improve and Account for Student Learning. Academic Impressions Professional Development Workshop: Victor Borden, Chair; Workshop Presenters – Victor Borden, David Paris, and Barbara Wright. Long Beach, CA, Feb 27-29. Sessions presented by Victor Borden: Assessment Challenges (with Paris and Wright); Tools and Techniques for Assessing the Quality of Learning; Engaging Campus Colleagues (with Paris and Wright).
- 2011 Using Assessment to Improve and Account for Student Learning. Academic Impressions Professional Development Workshop: Victor Borden, Chair; Workshop Presenters – Victor Borden, David Paris and Kathi Ketcheson. San Antonio, TX, March 24-25. Sessions presented by Victor Borden: Assessment Challenges (with Paris and Ketcheson); Tools and Techniques for Assessing the Quality of Learning; Quality of Student Learning and Success; Assessment for Improvement and Documenting and Demonstrating Feedback Loop; Putting it all together (with Paris and Ketcheson).
- 2010 Developing & Sustaining a Culture of Institutional Research. Fourth Annual Teaching and Learning Conference, University of KwaZulu-Natal Teaching and Learning Office. September 21, 2010, Pietermaritzburg, South Africa.
- 2010 Advanced Regression – Applications for the IR Toolbox. Association for Institutional Research Professional Development Webinar. October 19
- 2009 Advanced Regression – Applications for the IR Toolbox. Association for Institutional Research Professional Development Webinar (with Ty Cruce). November 5 and 17
- 2009 Assessment of and Accountability for Student Learning: In Search of a Win-Win Solution. Workshop presented at the New Mexico Higher Education Assessment and Retention Conference, February 27. Albuquerque, NM.
- 2008 Identifying and Analyzing Group Differences. Association for Institutional Research Professional Development Webinar. March 28
- 2007 Identifying and Analyzing Group Differences. Association for Institutional Research Professional Development Webinar. April 26
- 2006 Accountability for Student Learning (with Susan Kahn). 2006 Assessment Institute, October 30. Indianapolis, IN.
- 2006 On beyond spreadsheets: Data synthesis and analysis using advanced spreadsheet functions in an integrated software platform. Workshop presented at the Association for Institutional Research 2006 Information Technology Institute, July 26-30. Salt Lake City, UT.
- 2006 Establishing the baseline; Defining scope and identifying important relationships and collaborations; Retention case study; Assessing your use of data and the resulting decisions. Facilitated learning sessions developed and led at the 3rd Annual Data-Driven Strategic Enrollment Management Conference (Academic Impressions), July 10-11. Providence, RI
- 2006 Identifying and Analyzing Group Differences. Association for Institutional Research Professional Development Webinar. April 21
- 2005 Clustering and grouping analysis: Methods for identifying groups and determining how groups differ. Workshop presented at the Association for Institutional Research 2005 Statistics Institute, July 22-26, Indianapolis, IN.
- 2004 Diversity counts: Assessing and improving diversity initiatives. Workshop presented with Pamela Brown and Natasha Flowers at the American Association for Colleges & Universities Diversity and Learning Conference, October 21, 2004, and at the 2004 Assessment Institute in Indianapolis, IN, October 31, 2004.

- 2004 On beyond spreadsheets: Data synthesis and analysis using advanced spreadsheet functions in an integrated software platform. Workshop presented at the Association for Institutional Research 2004 Information Technology Institute, July 16-20, Salt Lake City, UT.
- 2004 Assessing and improving the effectiveness of student retention efforts. Workshop presented at Academic Impressions' Data Driven Strategic Enrollment Management Conference, June 14, Vail, CO.
- 2003 Cluster and discriminant analysis: Methods for identifying groups and determining how groups differ. Workshop presented at the Association for Institutional Research 2003 Statistics Institute, Aug 3-6, Salt Lake City, UT.
- 2002 Developing and implementing assessment surveys. Pre-conference workshop at the 2002 Assessment Institute in Indianapolis. November, Indianapolis, IN.
- 2002 Conducting peer urban and metropolitan institutional analysis. Pre-conference workshop presented at the 8th Conference of the Coalition for Urban and Metropolitan Universities. October 6, Vancouver, BC, Canada.
- 2002 On beyond spreadsheets: Data synthesis and analysis using advanced spreadsheet functions in an integrated software platform. Workshop presented at the Association for Institutional Research 2002 Information Technology Institute, July 12-16, Indianapolis, IN.
- 2001 Developing and implementing assessment surveys. Workshop presented at the 2001 Assessment Institute. Nov. 4, Indianapolis, IN.
- 2001 Cluster and discriminant analysis: Methods for identifying groups and determining how groups differ. Workshop presented at the Association for Institutional Research 2001 Statistics Institute, Aug 11-14, Indianapolis IN.
- 2001 Information and Data for Enrollment Management. Workshop presented at The Association for Institutional Research 2001 Enrollment Management Institute. July 29-Aug 1, Charlotte, NC.
- 2001 Measuring the Institutional and Educational Effectiveness of Metropolitan and Urban Universities. Pre-conference workshop presented with Stephen Chambers at the 7th Annual Meeting of the Coalition of Urban and Metropolitan Universities. March 25, 2001. St. Louis, MO.
- 2001 Assessing General Education. Pre-conference workshop presented with James Ratcliff at Best Practices in General Education and Its Assessment: Bridging Theory and Practice. Association of American Colleges & Universities Network for Academic Renewal. February, 22, 2001, Atlanta, GA.
- 2000 Closing the Loop: Linking Planning, Evaluation, Budgeting and Improvement throughout your Campus. Workshop presented at Vincennes University. December 5, 2000.
- 2000 Developing and Implementing Assessment Surveys. Workshop presented at The 2000 Assessment Institute. November 5, 2000, Indianapolis, IN.
- 2000 Information and Data for Enrollment Management. Workshop presented at The Association for Institutional Research 2000 Enrollment Management Institute. July 23-27, 2000, Santa Barbara, CA.
- 1999 Developing and Implementing Assessment Surveys. Workshop presented at The 1999 Assessment Institute. November, 7, 1999, Indianapolis, IN.
- 1999 Measuring the Institutional and Educational Effectiveness of Urban and Metropolitan Universities. Workshop co-presented with Barbara Holland and Sharon Hamilton, at the 6th Conference of the Coalition for Urban and Metropolitan Universities. October 17, 1999, Boise, ID.

- 1999 Cluster and discriminant analysis: Methods for identifying groups and determining how groups differ. Workshop presented at the Association for Institutional Research Statistics Institute, July 30 – August 4, Santa Barbara, CA.
- 1999 On beyond spreadsheets: Data synthesis and analysis using advanced spreadsheet functions in an integrated software platform. Workshop presented at the Association for Institutional Research Information Technology Institute, July 14-18, Indianapolis, IN.
- 1999 Assessing student support programs: Using surveys, institutional data, and desktop technologies to evaluate the effectiveness of student retention initiatives. Purdue University, April 28, 1999, West Lafayette, IN.
- 1998 Developing and implementing assessment surveys. Workshop presented at the 1998 Assessment Institute, November 9, Indianapolis, IN.
- 1998 Analyzing survey data. Workshop presented at the 1998 Assessment Institute, November 10, Indianapolis, IN.
- 1998 On beyond spreadsheets: Data synthesis and analysis using advanced spreadsheet functions in an integrated software platform. Workshop presented at the Association for Institutional Research Information Technology Institute, July 11-15, Indianapolis, IN.
- 1998 Cluster and discriminant analysis: Methods for identifying groups and determining how groups differ. Workshop presented at the Association for Institutional Research Statistics Institute, March 21-24, Athens, GA.
- 1998 From Data to Identity: Classification Systems and Metropolitan University Performance Measures. Pre-Conference Workshop, presented with Kirkpatrick, S., Holland, B., Mulhollun, P., Peterson, W., & Rooney, P. at the Fifth annual Conference of the Coalition of Urban and Metropolitan Universities, February 22, San Antonio, TX.
- 1997 Analyzing survey data. Pre-conference workshop presented at the 1997 Assessment Conference in Indianapolis, November 9, Indianapolis, Indiana.
- 1997 Beyond spreadsheets: Data synthesis and analysis using advanced spreadsheet functions in an integrated software platform. Full-day workshop to be offered three times at the Association for Institutional Research Information Technology Institute, July 12-16, Indianapolis, Indiana.
- 1996 Analyzing survey data. Pre-conference workshop presented at the 1996 Assessment Conference in Indianapolis, November 10, Indianapolis, Indiana.
- 1996 Introduction to statistics for institutional researchers. Full-day workshop offered three times at the Institute for the Foundations of Institutional Research, June 22-25, Newark, Delaware.
- 1996 Testing your tests. Workshop presented at the Indiana University Summer Institute, May 31, Indianapolis, Indiana.
- 1996 Statistics for the institutional researcher. Pre-conference workshop presented at the 10th annual conference of the Indiana Association for Institutional Research, March 21, Nashville, Indiana.
- 1995 Survey Methods, development, implementation, and use. Pre-conference workshop at the 1995 Assessment Conference in Indianapolis, November 5, Indianapolis, Indiana.
- 1995 Designing and implementing student outcomes assessment surveys, Wabash College, September 15, Crawfordsville, Indiana.
- 1994 Using survey methods to evaluate and improve educational programs. Indiana University-Purdue University Fort Wayne, November 1; Indiana University-Purdue University Indianapolis, November 17; Indiana University Southeast, November 18.

Community Service

- 1996-2004 Annual Report to High Schools on progress of their alumni at IUPUI.

Report delivered to ten area school district superintendents and their staff; site visit to one high school to meet with math and English faculty to discuss results and their implications for teaching and further collaboration between area high schools and colleges.

- 1994-present Community College Week
An annual national analysis of associated degree and one- and two-year certificate conferrals
- 1991-present Diverse: Issues in Higher Education (formerly Black Issues in Higher Education)
An annual national analysis of degrees conferred to students of color

International Panels, Task Forces, and Advisory Boards

- 2017- Hong Kong Council for Accreditation of Academic and Vocational Qualifications (HKCAAVQ, the private institutions accrediting agency for Honk King)
Accreditation Reviews
- Psychology and Counseling (QF Level 6) PAA review, Hong Kong Shue Yan University, May 15-19, 2018
 - Psychology Baccalaureate Program, Education University of Hong Kong. July 19-21, 2017
- 2016- Register of Specialists for the Hong Kong Council for Accreditation and Vocational Qualifications (HKCAAVQ).
- 2016- Appointed to External Review Committee for the Kwansai Gakuin Top Global University Project, annual appointment renewable through 2024.

National Panels, Task Forces, and Advisory Boards

- 2018-2019 Higher Learning Commission – Student Success Initiative. Lumina funded initiative to assist HLC to develop more rigorous standards and processes for assuring that member institutions maintain quality processes and programs to foster student success. Chair of “Glossary Group” tasked with developing one of three primary reports for 2018 efforts. Serve on panel to summarize findings and implications at 2019 HLC general meeting. The team created three publications, available at <https://www.hlcommission.org/About-HLC/student-success.html>
- 2017- GRE Technical Advisory Committee – provides advice relating to the research agenda for the GRE program, provides technical and psychometric support, and to ensure the technical quality of both the final GRE research reports and of new GRE research proposals before they are released.
- 2017 IPEDS Technical Review Panel (TRP) – Sub-baccalaureate certificates. U.S. Department of Education, National Center for Education Statistics (NCES), Washington DC. March 28-29.
- 2016 Lumina Credential Transparency Initiative – Invited to and attended the Transparency Credential Initiative convening and the next day meeting about research in the credentialing area. Washington DC, September 19-20.
- 2016 NSF/NIH Graduate Student Survey Data Users Group Meeting – advising the National Center for Science and Engineering Statistics on proposed changes to the GSS survey. April 1.
- 2014- Member and Facilitator – City University of New York (CUNY) Stella and Charles Guttman Community College Advisory Board
- 2014-2018 Member, Analytics Development Working Group – Unizin initiative. Advise on the development and advancement of base analytical tools for inclusion into Unizin Services

- 2014 IPEDS Technical Review Panel (TRP) - Improvements to the Human Resources Survey. U.S. Department of Education, National Center for Education Statistics (NCES), Washington DC. July 23, 2014.
- 2014- Member, Equity Working Group of the General Education Markers and Milestones project (AAC&U)
- 2014- Educational Testing Service (ETS) Advisory Panel on Student Learning Outcomes.
- 2013 American Council on Education Invited Convening: A Discussion of The Obama Administration's Proposed Ratings System for Higher Education. December 11, 2013, Washington, DC
- 2012 Technical Working Group – Voluntary System of Accountability. To review, discuss, and evaluate options to expand the measurement and reporting of student learning outcomes within the Voluntary System of Accountability: a joint project of the Association of Public and Land Grant Universities (APLU) and the American Association of State Colleges and Universities (AASCU).
- 2012 IPEDS Technical Review Panel (TRP) - Using IPEDS Data to Construct Institutional Groups for Consumer Comparisons. U.S. Department of Education, National Center for Education Statistics (NCES), Washington DC.
- 2010-2012 Advisory Group – Indiana Higher Education and Workforce Simulation Project. An application of Synthetic Environments for Analysis & Simulation (SEAS). Lumina Foundation and the Indiana Business Research Center.
- 2009- Advisory Committee Member, American Council on Education (ACE) Center for Policy Analysis (CPA), Washington, DC. Three year term.
- 2009-2011 Advisory Committee Member, Education Testing Services (ETS), “Accountability Investigations using a Longitudinal Study (AILS).
- 2008-2010 U.S. Department of Education, National Center for Education Statistics (NCES) National Postsecondary Education Cooperative (NPEC) Steering Group (3-year term) and Integrated Postsecondary Data Set (IPEDS) Technical Review Panels: Non-Degree Institutions (January, 2008), Non-Credit Instruction (March 2008); Distance Education (April 2008); Graduation Rate Survey (July 2008); Net Price Calculation (October 2008)
- 2008-2010 Project Advisory Team - Mobile Working Student Collaborative. A policy-oriented study of dynamics and factors linked to postsecondary academic success. Don Hossler, project PI. Funded by the Lumina Foundation for Education.
- 2006 Technical Review Panel, IPEDS First Professional Degree Project. National Center for Education Statistics.
- 2005-2008 Advisory board member. Cooperative Institutional Research Program (CIRP). Higher Education Research Institute, University of California, Los Angeles.
- 2004-2007 Advisory board member. Evaluation of the Cisco Learning Institute's Networking Academic Program. Principal Investigators: Thomas M. Duffy and Alan Dennis, Indiana University, Bloomington.
- 2003-2008 Advisory board member. Provost Systems and, formerly, Enterprise Management Fund (EFM) Company. Provides performance optimization software to the higher education sector, including Student Tracking System.
- 2004 Technical Review Panel, IPEDS Derived Variables Project. National Center for Education Statistics, U.S. Department of Education.

- 2001 Institutional Classification for Service and Civic Engagement in Higher Education. Campus Compact Advanced Institute. March, 2001.
- 2000-2005 Council Member, National Postsecondary Education Cooperative. National Center for Education Statistics, U.S. Department of Education
- 1999-2005 Member, Accessing Survey Resources Working Group of the National Postsecondary Education Cooperative. National Center for Education Statistics, U.S. Department of Education.
- 1998-2005 Coordinator, Portrait of Universities with Metropolitan Alliances. Data exchange project sponsored by the Chief Academic Officers of the Urban 13 Consortium, and the Coalition for Urban and Metropolitan Universities.

Other Consultancies

- 2019 Briefing on the Carnegie Classifications. Presentation to the Presidents' Council and discussions with faculty and staff from various offices involved in reporting and analyzing data on degree production and research activities. August 12, 2019.
- 2017 External Evaluator Vice-Rector (Teaching and Learning); Division review – Institutional Research and Planning – Stellenbosch University, South Africa. May 8-12.
- 2016 Empirical Exploration of UKZN Three-Year Programmes. Consultation and report developed for the University of KwaZulu-Natal Teaching and Learning Office.
- 2015 Learning Analytics: New Frontiers for Institutional Research. Consultation with university administrators developing a matrix-managed institutional research function at the Durban University of Technology, Durban, South Africa (March 19-20).
- 2012 External Reviewer, Student Affairs Division, North Carolina Central University
- 2011- 2012 Enhancing institutional research reporting capacity, North Carolina Central University.
- 2011 External reviewer, Franklin W. Olin College of Engineering, Institutional Research function
- 2011- Assessment and Evaluation Plans, CUNY New Community College
- 2009 Institutional Effectiveness. American University of Sharjah, United Arab Emirates
- 2009 Selecting Peer Universities. Zayed University, Dubai, United Arab Emirates
- 2008-2009 Strategic Plan report preparation. North Carolina Central University
- 2007-2008 Chancellor's Transition Advisory Review Team (co-chair). North Carolina Central University. Site visits, reports, and presentation retreat (three visits).
- 2006 Developing campus performance metrics, Ohio University. Two-day consultation including open forum address, Integrating Accountability Metrics into University Endeavors: What, Why and How. February 8-9.
- 2005 External reviewer, University of Montana, Missoula, MT, institutional research function, November 9-10.
- 2005 External reviewer, Bowling Green State University, Bowling Green, OH, Office of Institutional Research, April 17-19.
- 2005 External reviewer, Harper College, Palatine, IL, Office of Research, April 4-5.
- 2005 External reviewer, University of Texas-Arlington, Arlington, Texas, Office of Institutional Research. February 21-22.

- 2004 External reviewer, Mississippi State University, Starkville, MS, Office of Institutional Research. June 9-11.
- 2005 Review panel for the preliminary 2005 Carnegie Classification of Institutions of Higher Education. With Peter Ewell, Joni Finney, and Jane Wellman. Carnegie Foundation for the Advancement of Teaching, Stanford, CA, April 27.
- 2002 Assessing student learning outcomes. Presentation and follow-up faculty workshop presented with Sharon Hamilton at Dominican University, River Park, IL, August.
- 2001 Comparative analyses of urban universities. University of Toledo, Toledo, Ohio., December.
- 2001 Assessing general education. Pace University, White Plains, NY, November, 2001.
- 2001 Developing and Assessing General Education. University of Wisconsin, Rivers Falls, WI, October.
- 2001 Follow-up on developing information resources for planning and program evaluation. DePaul University. Chicago, IL, August.
- 2001 Assessing program and institutional performance. Department of Defense Chancellor's Office for Civilian Education. Washington, DC, August.
- 2001 Developing a program evaluation system for academic and administrative units, University of Puerto Rico, Rio Piedras, February.
- 1999-2000 Project Seam: a collaborative effort involving fifteen central Indiana school districts and five post-secondary institutions teamed in order to create a "seamless" transition between high school and college for all students. Indianapolis, IN
- 1999-2000 Developing an information culture, DePaul University, September 1999 - March 2000.
- 1999 Assessing and improving the environment for institutional research. St. Olaf College, Northfield, MN, May.
- 1999 Evaluation of the effectiveness and reporting practices of the Office of Institutional Research. University of New Orleans, New Orleans, LA, May.
- 1997 Assessing Service to Students. Consultation to the Student Services and Enrollment Management divisions of Santa Clara University, October 20, Santa Clara, CA.
- 1997 Expert Witness. Perry P. Spears vs. Nova Southeastern University. Videotaped deposition provided on October 24, Indianapolis, IN.

Grants and Contracts

Grants and Contracts as Principal or Co-Principal Investigator

Shaker, G. G. & **Borden, V. M. H.** (August 2018). Impacts of the Changing Higher Education Workforce on Four-Year College and University Giving. Teachers Insurance And Annuity Association of America (TIAA). Awarded \$30,575 for period of August 1, 2018 through July 31, 2019

Borden, V. M. H., and Nelms, C. (November, 2014, Not Awarded). Leading to completion Implementation. Four year grant submitted to the Lumina Foundation, Inc., \$2,665,846.

Borden, V. M. H. (October 2014). Enhancing the Carnegie Classification of Institutions of Higher Education to better reflect 21st century U.S. higher education. Four year grant awarded by the Lumina Foundation, Inc. \$500,000.

Borden, V. M. H. (October 2014). Maintaining and enhancing the Carnegie Classification of Institutions of Higher Education. Five year grant awarded by the Carnegie Foundation for the Advancement of Teaching. \$90,000.

Borden, V. M. H., and Nelms, C. (August 2013). Leading to completion: A leadership development model for improving bachelor's degree completion at minority serving institutions. One-year planning grant awarded by the Lumina Foundation, Inc., \$96,000.

Borden, V. M. H., Dennis, A., & Morrone, A. (September 2012, not awarded). Using eText data to formulate strategies to improve student performance in post-secondary gateway courses. Institute of Education Sciences, U.S. Dept. of Education; \$1,495,181

Borden, V. M. H. (August 2012). Breakthrough learning models in postsecondary education. Subcontract with the City University of New York Research Foundation. August 15, 2012 – July 31, 2014; \$169,533

Borden, V. M. H. (June, 2012). Non-financial indicators – additional analyses. Contract for the Higher Learning Commission of the North Central Association for Colleges and Schools. June 4 – August 10, 2012; \$15,000.

Borden, V. M. H. (January, 2012). Supervision of the dual credit information project. Contract for the Higher Learning Commission of the North Central Association for Colleges and Schools. January 1 – May 31, 2012; \$5,500.

Borden, V. M. H. (January, 2011). Alternative methods for calculating a student-to-faculty ratio and graduate full-time equivalent enrollment. Coffey Consulting, contractor with the U.S. Department of Education National Center for Education Statistics. January, 2011 – September, 2011; \$30,000

Borden, V. M. H. (August, 2010). Non-financial indicators of higher education institution viability. Contract for the Higher Learning Commission of the North Central Association for Colleges and Schools. August 23 – October 22, 2010; \$15,000.

Borden, V. and Mzumara, H. (February, 2002). CAPE project evaluation: School improvement, K-12 professional development, and higher student achievement. Contract with Phi Delta Kappa, International, fiscal agent for The Lilly Endowment, Inc. Three-year contract for \$214,951.

Bortner, M., Duckworth, K., and **Borden, V.** (August 2001). Nina Mason Pulliam Scholars Program multi-program longitudinal evaluation. Contract with Nina Mason Pulliam Trust. Six-year contract for \$593,376 with Arizona State University. IUPUI Portion: \$336,211.

Borden, V. (August 2001). Indiana Schools SMART Partnership project evaluation. Contract with Indianapolis Chamber of Commerce Foundation. Three-year contract for \$65,000.

Borden, V. (July 2001). Project Seam phase II evaluation. Contracted with the Central Indiana Educational Services Center, fiscal agent for The Lilly Endowment, Inc. Three-year contract for \$120,000.

Kuh, G., St. John, E. & **Borden, V.** (July 2001). Indiana University post-master's degree certificate program in institutional research. Grant awarded by the Association for Institutional Research, funded by the U.S. Department of Education's National Center for Education Statistics. Four-year grant for \$195,000: First year planning grant of \$15,000 with program funding of \$60,000 annually for three years.

Borden, V., & Holland, B. (2000). Measuring the characteristics of urban public universities: A proposal for advancing the data exchange and institutional development activities of the Urban

University Statistical Portrait Project. Supported by the Urban 13 Academic Officers (\$40,000) and the Coalition for Urban and Metropolitan Universities (\$25,000).

Borden, V., & Thomas, T. (1997). Assessing and fulfilling end-user needs for IPEDS data. Improving Institutional Research in Postsecondary Educational Institutions, Sponsored by the National Center for Education Statistics (NCES), the National Science Foundation (NSF) and administered by the Association for Institutional Research (AIR). Two-Year Award \$38,838, July 1997 - June 1999.

Borden, V. (1997). Measuring student persistence across different types of colleges and universities. Program for the Study of Urban and Metropolitan Universities, Coalition of Urban and Metropolitan Universities. Award \$5,000, July 1997 - June 1998.

Borden, V. & Ross, S. (1996). Defining and documenting faculty work: Evaluating the process and the product. Indiana University Strategic Directions Charter. IUPUI Campus Award \$25,000, July 1996 - June 1997.

Grants as Consultant or Sub-Contractee

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- Borden, V. M. H., Brown, P. C.* & Garver, A.*** (2005). Top 100 associate degree producers: Inside the numbers, *Community College Week*, 17(23), June 20, 6.
- Borden, V. M. H., Brown, P. C.* & Garver, A.*** (2005). The bigger picture: Trends in the top 100, *Community College Week*, 17(23), June 20, 8-9.
- Borden, V. M. H. & Brown, P. C.*** (2004). The top 100: Interpreting the data, part 1 (undergraduate degrees). *Black Issues in Higher Education*, 21(8), June 3, 37+.
- Borden, V. M. H. & Brown, P. C.*** (2004). Standing atop a two-year world: The top 100 associate's-degree producers. *Community College Week*, 16(23), June 21, 6+.
- Borden, V. M. H.** (2003). Fast times at enrollment high: Statistical overview and introduction. *Community College Week*, 16(9), December 8, 6-9.
- Borden, V. M. H. & Brown, P. C.*** (2003). The top 100: Interpreting the data, part 2 (graduate degrees). *Black Issues in Higher Education*, 20(10), July 3, 40+.
- Borden, V. M. H. & Brown, P. C.*** (2003). The top 100: Interpreting the data, part 1 (undergraduate degrees). *Black Issues in Higher Education*, 20(8), June 9.
- Borden, V. M. H. & Brown, P. C.*** (2003). The view from the top: The top 100 associate's degree producers. *Community College Week*, 15(23), June 23, 6+.
- Borden, V. M. H.** (2002). Special report: Fastest growing community colleges - overview and analysis. *Community College Week*, 15(9), December 9, 6-9.
- Borden, V. M. H.** (2002). The top 100 associate degree producers. *Community College Week*, 14(23), June 24, 6+.
- Borden, V. M. H.** (2002). The top 100: Interpreting the data. *Black Issues in Higher Education*, 19(9), June 20, 40+.
- Borden, V. M. H.** (2001). The top 100: interpreting the data (graduate degrees). *Black Issues in Higher Education*, 18(11), July 19, 50-1.
- Borden, V. M. H.** (2001). The top 100: interpreting the data (undergraduate degrees). *Black Issues in Higher Education*, 18(8), June 7, 40-1.

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- Borden, V. M. H.** (1999). The top 100: Interpreting the data (Part 2). *Black Issues in Higher Education*, 16(10), July 22, 46+.
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- Borden, V. M. H.** (1998). The top 100: Interpreting the data. *Black Issues in Higher Education*, 15(10), 38+.
- Borden, V. M. H.** (1998). The top 100 graduate and professional schools: Interpreting the data. *Black Issues in Higher Education*, 15(11), 20+.
- Borden, V. M. H.** (1998). Celebrating achievement: The nation's 100 top associate degree producers. *Community College Week*, 10(25), 8+.
- Borden, V. M. H.** (1997). The meaning of the numbers. Special report: Top 100 degree producers. *Black Issues in Higher Education*, 14(10), 38+.
- Borden, V. M. H.** (1997). New numbers with more meaning. 100 Top associate degrees conferred, 1994-95. *Community College Week*, 9(25), 8+.
- Borden, V. M. H.** (1996). Five year trends in minority degree production. *Black Issues in Higher Education*, 13(7), 34-36.
- Borden, V. M. H.** (1996). Analysis of postsecondary degrees conferred to minorities. *Black Issues in Higher Education*, 13(7), 36+.
- Borden, V. M. H.** (1996). 100 top associate degree producers. *Community College Week*, 8(25), 8+.
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- Borden, V. M. H.** (1994). Top 100: Analysis of postsecondary degrees conferred to minorities. *Black Issues in Higher Education*, 11(6), 50+.
- Borden, V. M. H.** (1994). Second annual 100 top associate degree producers. *Community College Week*, 6(24), 8+.
- Borden, V. M. H.** (1993). Top 100: Analysis of postsecondary degrees conferred to minorities. *Black Issues in Higher Education*, 10(6), 60+.
- Borden, V. M. H.** (1993). 100 top associate degree producers. *Community College Week*, 5(24), 9+.
- Borden, V. M. H.** (1992). Top 100: Analysis of postsecondary degrees conferred to minorities. *Black Issues in Higher Education*, 9(5), 77-78+.

Conference Proceedings and ERIC Documents

- Borden, V. M. H.** (2000). A collaborative approach to assessing learning communities. Essay Collection for the Capstone Conference of the project, Restructuring for Urban Student Success (RUSS). University College, Indiana University Purdue University Indianapolis. Indianapolis, IN, pp. I161-I175.

Borden, V. M. H., & Gentemann, K. (1993). Campus community and student priorities at a metropolitan university. Association for Institutional Research annual forum paper. ERIC Doc. No. 360 920.

Borden, V. M. H. (1988). Student engagement in college. Association for Institutional Research annual forum paper. ERIC Doc. No. 298 856.

Borden, V. M. H. & DeLauretis, R. J. (1986). Measuring instructional activity at a major research university. Proceedings from the twelfth annual conference of the North East Association for Institutional Research.

Presentations

Keynote and Plenary Addresses

Borden, V. M. H. (2018, November) Globalized and Internationalized Education: We Are All in This Together. Keynote presentation at the 2018 International Education Conference. Sponsored by Beijing Normal University Institute of International and Comparative Education. Tian Jian City, China, November 2, 2018.

Borden, V. M. H. (2018, July) Institutional research in the age of analytics and big data. Keynote presentation at the 2018 forum of the Chinese Association for Institutional Research. Guilin, China, July 16, 2018.

Borden, V. M. H. (2018, July). Classifying Institutions to Guide Mission-Relevant Performance Assessment. Keynote presentation at the international conference, Constructing Higher Education Evaluation Systems for the Global Era. Tsinghua University, Beijing, China, July 13, 2018.

Borden, V. M. H. (2018, June). University mission and research productivity: How do defining institutional characteristics affect research output? Track keynote presentation at EU-SPRI 2018, The European Forum for Studies of Policies For Research and Innovation. ESIEE, Paris, France, June 7.

Borden, V. M. H. (2017, October). Assessing and improving institutional performance: Using institutional research to improve decision-making. Keynote address presented at the 2017 International Conference of Institutional Research and Governance. Kaohsiung Medical University, Kaohsiung, Taiwan, October, 25.

Borden, V. M. H. (2017, October). Establishing causality in IR: Figuring out how things really work. Plenary address presented at the 2017 International Conference of Institutional Research and Governance. Kaohsiung Medical University, Kaohsiung, Taiwan, October, 27.

Borden, V. M. H. (2016, October). Using analysis and analytics to improve university research, teaching and learning. Plenary presentation at the Chinese Association of Higher Education International Conference on Higher Education. Nanning, Guangxi, China. October 29.

Borden, V. M. H. (2016, May). Institutional capacity for evidence-informed improvement: Using institutional research to guide decision making for administrators, staff and students. Keynote address to the 2016 International Conference on Institutional Research in Taiwan (ICIRT), Taichung, Taiwan, May 20.

Borden, V. M. H. (2015, March). Doing Things Right: Evidence-Based Practice in a Collaborative Organizational Learning Context. Presentation at the South African Council for Higher Education Quality Enhancement Project meetings. Port Elizabeth, March 18; Pretoria, March 25.

Borden, V. M. H. (2012, November). IR and the Evolving Global Academic Landscape. Plenary address to the 2012 Forum of the Australasian Association for Institutional Research. Terrigal, Australia, November 14.

Borden, V. M. H. (2011, October). The role of IR in enrollment management in uncertain times. Plenary address to the 3rd annual conference of the Middle East-North African Association for Institutional Research. Cairo, Egypt, October 13.

Borden, V. M. H. (2011, April). Using assessment results to enhance student learning and convince others that we are doing so. Keynote address to the University of Arizona Assessment Showcase. April 5, 2011. Tucson, AZ.

Borden, V. M. H. (2010, November). Doing more with less. Keynote address to the 2010 Illinois Association for Institutional Research Conference. November 4, 2010, Champaign, IL.

Borden, V. M. H. (2010, October). Measuring quality: Why, what, how and for whom? Keynote address to the Association for Jesuit Colleges and Universities 2010 Planning Conference. Fairfield University, September 18, 2010, Fairfield, CT.

Borden, V. M. H. (2010, September). Accountability for student learning: Views from the outside in and the inside out. Fourth Annual Teaching and Learning Conference, University of KwaZulu-Natal Teaching and Learning Office. September 21, 2010, Pietermaritzburg, South Africa.

Borden, V. M. H. (2009, November). Institutional effectiveness: The role of institutional research in developing and using institutional comparisons and benchmarks. Plenary Address to the Middle East-North African Association for Institutional Research. November 11, 2009, Dubai, UAE.

Borden, V. M. H. (2009, July). Institutional research as organizational learning. Plenary Address to the Institutional Research Conference 2009. July 8, 2009, Sheffield Hallam University, Sheffield, UK

Borden, V. M. H. (2009, April). Been there, done that: Learning from the U.S. experience. Plenary address to the 2009 Student Records Officers Conference. April 6, 2009, University of Bradford, Bradford, UK.

Borden, V. M. H. (2009, February). Doing assessment for the right reasons. Keynote address to the University of Arizona Assessment Showcase. February 11, 2009. Tucson, AZ.

Borden, V. M. H. (2008, November). Information for the next 91 years (give or take 86). Keynote Presentation to the 2008 Mid-American Association for Institutional Research Conference. Kansas City, MO.

Borden, V. M. H. (2008, July). Measuring the quality of undergraduate education: An update. Keynote address at the Education Testing Service (ETS)/Association for Institutional Research (AIR) symposium, Measuring Success: Making Assessment Data Work for Your Institution. July 21, 2008, Princeton, NJ.

Borden, V. M. H. (2008, June). Assessing and improving undergraduate education. Keynote address at the Center for Research on University Management and Policy seminar on Higher Education Reform and Assessment, Graduate School of Education, University of Tokyo. June 5, 2008, Tokyo, Japan.

Borden, V. M. H. (2006, June). Learning together to improve the effectiveness of first year programs. Keynote address at the Summer Institute on First Year Assessment, National Resource Center for The First-Year Experience & Students in Transition (University of South Carolina) and the Policy Center on the First Year of College (Brevard College). June 25-27, Asheville, NC.

Borden, V. M. H. (2006, March). Weaving assessment and accountability into the institutional fabric. Keynote address to the 2006 Arizona Association for Institutional Research Conference, Phoenix, AZ.

Borden, V. M. H. (2005, September). Learning together to promote effective higher education institutions. Keynote address to the 2005 Forum of the Southern African Association for Institutional Research. Mthata, Eastern Cape, South Africa.

Borden, V. M. H. (2005, February). What if? (Scenarios in the Spreadsheet of my heart). Keynote address presented at the 2005 Texas Association for Institutional Research Annual Conference. Arlington, TX.

Borden, V. M. H. (2004, December). Quality higher education: Aligning program, institutional, and national models of higher education quality and effectiveness. Plenary address to the Presidential Committee on Education Innovation, Seoul, Republic of Korea.

Borden, V. M. H. (2004, November). Institutional research as collaborative organizational learning. Keynote address presented at the 2004 Annual Conference of the Kentucky Association for Institutional Research, Louisville, KY.

Borden, V. M. H. (2004, November). Institutional research as collaborative organizational learning. Keynote address presented at the 34th Annual Conference of the Illinois Association for Institutional Research, Oak Brook, IL.

Cabrero, A., Gonzales, G., & **Borden, V.** (2004, October). Success and campus climate. Keynote panel at the Indiana Pathways to College Network 2004 Annual Conference, Indianapolis, IN.

Borden, V. M. H. (2004, August). Institutional research as collaborative organizational learning. Keynote address presented at the 2004 Annual Conference of the Tennessee Association for Institutional Research, Brentwood, TN.

Borden, V. M. H. (2004, June). Presidential plenary - A view from the bridge: Where have we been, where are we now, where are we going? Presented at the 2004 Forum of the Association for Institutional Research, Boston, MA.

Borden, V. M. H. (2003, June). El uso de los resultados de los estudios de inserción laboral en la toma de decisiones. Experiencias en EEUU. [Designing and implementing alumni surveys to support both campus-wide and program-level improvement efforts: Lessons from the United States of America]. Presented at the Seminario Métodos de análisis de la inserción laboral de los universitarios, Universidad de León, León, Spain.

Borden, V. M. H. (2004, April). Using accountability to support quality: Aligning program, campus, system, state, and federal models of higher education effectiveness. 2004 SHEEO/NCES Network Conference and IPEDS Workshop. April 1, 2004, Arlington, VA.

Borden, V. M. H. (2003, July). In search of quality: Aligning program, campus, system, and state models of higher education effectiveness. Keynote address to the Florida Association for Institutional Research, Fort Meyers Beach, FL.

Borden, V. M. H. & Evenbeck, S. E. (2003, June). Institutional research to improve student participation and retention in North America. Plenary address at the Second Mike Daniel Memorial Symposium. London, United Kingdom.

Borden, V. M. H. (2003, March). IR: What is it? who needs it, and why? Keynote presentation to the Federal Organizations, Colleges, Universities, & Schools and Institutional Research (FOCUS-IR) Conference. Washington, DC.

Borden, V. M. H. (November 14, 2002). Sailing through turbulent times: IR as institutional rudder. Keynote address to the California Association for Institutional Research. Pasadena, CA,

Borden, V. M. H. (October 17, 2002). Using institutional research as a catalyst for institutional improvement. Presidential Lecture Series, Eastern Michigan University. Ypsilanti, MI.

Borden, V. M. H. (June 27, 2002). Improving institutional performance through institutional research. Keynote address at the Mike Daniel Memorial Symposium. Sponsored by University College Northampton, the Standing Conference of Principals (SCOP), the Higher Education Staff

Development Agency (HESDA), and the Generic Centre of the Learning and Teaching Support Network (LTSN). Woburn House, London, United Kingdom.

Borden, V. M. H. (May 17, 2002). IR's role in developing and implementing college-wide key performance indicators. Ohio Association for Institutional Research and Planning 2002 Spring Conference. University of Akron. Akron, OH.

Borden, V. M. H. (May 10, 2002). Building bridges and paving paths: Improving student success in the high school-college transition. Presentation to the Indiana High School Psychology Teachers Conference. Indianapolis, IN.

Borden, V. M. H. (2001, February). A multi-level approach to assessment. Plenary session at the Association of American Colleges & Universities Network for Academic Renewal. February, 22, 2001, Atlanta, GA..

Borden, V. M. H. (2000, June). A few good measures: The impossible dream? Track keynote presented at the AAHE Assessment Conference 2000, Charlotte, NC.

Borden, V. M. H. (1999, October). Information for the next 100 years. Presented at the Rocky Mountain Association for Institutional Research Annual Conference. Las Vegas, NV.

Symposia, Seminars, Institutes, and Conferences Convened

Borden, V. M. H. (2016, December). Improving the value of teaching and learning. Presentation at the Kwansai Gakuin University Symposium for the Top Global Universities project. Osaka, Japan, December 1.

Webber, K., Calderon, A., Nauffal, D., Saavedra, M., Bramblett, S., & **Borden, V.** (2015, May). *Global Perspectives Symposium*. Presented at the 2015 Forum of the Association for Institutional Research, Denver, CO, May 26.

Borden, V. M. H., Banta, T. W., Wright, B. and Hanson, G. (2008, February-March). Accountability for student learning: understanding and meeting the challenges. Sponsored by Academic Impressions, February 29 – March 1, 2008, Denver, CO.

Borden, V. M. H., Harvey, L., Kruzinga, E., Voorhees, R., Serban, A., & Krallman, D., (2005, January). The quality, cost, and access dilemma: Strategies for developing and sustaining high quality programs that meet societal needs in an era of diminishing resources. A Joint Seminar of the European Association for Institutional Research (EAIR) and the Association for Institutional Research (AIR), January 14-15, 2005, Miami, FL.

Jones, L.G., & **Borden, V. M. H.** (2004, June). Presidential Pre-Conference Symposium for Advancing the IR Profession, Boston, MA.

Borden, V. M. H. (2002, June). Chair, 2002 Forum of the Association for Institutional Research. June 2-5, Toronto, Ontario, Canada.

Borden, V. M. H. (2001, June). Associate Chair, 2001 Forum of the Association for Institutional Research. June 3-6, Long Beach, CA.

Borden, V. M. H. (1997, March). Program Chair, Eleventh Annual Indiana Association for Institutional Research Conference. March 20-21, Nashville, IN.

Peer-Reviewed National & International Presentations

***Indicates current or former student co-author**

Borden, V. M. H. and McCormick, A. C. (2019, August). An Empirical Investigation of Disciplinary Bias in World-Class University Rankings. Paper presented at the 2019 EAIR Forum. Leiden University, Leiden, NL. August 28, 2019

Borden, V. and Wakhungu, P. (2019, May). The 2018 Carnegie Classification Update: What It Means for Your Institution. Presentation at the 2018 forum of the Association for Institutional Research (AIR), Denver, CO, May 29.

Liu, X.* and **Borden, V.** (2019, May). Using Dose-Response to Study the Effect of Student Loans on Retention. Presentation at the 2018 forum of the Association for Institutional Research (AIR), Denver, CO, May 30.

Lin, I-H, Lin, C-H*, and Borden, V. (2019, May). Investigating Geographic Opportunities in Higher Education Using the Carnegie Classification. Poster presented at the 2018 forum of the Association for Institutional Research (AIR), Denver, CO, May 29.

Borden, V. and Smith, V. (2019, April). Defining Student Success Data: Glossary of Terms. Presentation at the 2019 Annual Conference of the Higher Learning Commission (HLC). Hyatt Regency, Chicago, April 8.

Guo, F., **Borden, V. M. H.**, Coates, H. (2018, August). International Perspectives on Student Success. Paper presented at the 2018 EAIR Forum. Central European University, Budapest, Hungary, August 27, 2018

Betsinger, A., **Borden, V. M. H.**, Cogswell, C.*, & Troilo, F.* (2018, August). Do classifications and rankings improve or damage institutions? Paper presented at the 2018 EAIR Forum. Central European University, Budapest, Hungary, August 27, 2018

Lepori, B., and **Borden, V. M. H.** (2018, June). Comparing diversity in the US and the European higher education systems. Paper presented at EU-SPRI 2018, The European Forum for Studies of Policies For Research and Innovation. ESIEE, Paris, France, June 7.

Borden, V. M. H & Wakhungu, P. K. (2018, May). The 2018 Carnegie Classification update: What will it mean for your institution? Presentation at the 2018 Forum of the Association for Institutional Research, Orlando, FL, May 31.

Wakhungu, P. K. and **Borden, V. M. H.** (2018, May). The IPEDS and NSC graduation rates: What are their merits and demerits. Presentation at the 2018 Forum of the Association for Institutional Research, Orlando, FL, May 31.

Borden, V. M. H & Kwon, J.* (2018, May). Understanding the post-traditional student population. Presentation at the 2018 Forum of the Association for Institutional Research, Orlando, FL, May 30, 2018.

Knight, W., **Borden, V.**, Hosch, B., and Schwartz, R. (2018, May). 24 linear inches or 100 MB: The IR bookshelf 2.0. Presentation at the 2018 Forum of the Association for Institutional Research, Orlando, FL, May 30.

Rawatlal, R & **Borden, V.** (2017, November). Knowledge Discovery Made Accessible? An Interactive Session for Data Mining Student Records. Presented at the 7th Annual World Engineering Education Forum (WEEF), Kuala Lumpur, Malaysia, November 15.

Liu, X.*, Kwon, J*, & **Borden, V.** (2017, November). The color of debt: Racial difference in borrowing behaviors. Paper presented at the 2017 Association for the Study of Higher Education Conference. Houston, TX, November 9.

Borden, V. M. H & Zilvinskis, J.* (2017, September). The promises and perils of learning analytics in higher education. Paper presented at the 2017 Forum of EAIR, The European Higher Education Society, Porto, Portugal, September 4.

McCormick, A. C., & Borden, V. M. H. (2017, September). The relevance and impact of institutional classification in higher education. Paper presented at the 2017 Forum of EAIR, The European Higher Education Society, Porto, Portugal, September 5.

Liu, X.,* Hu, Y.,* & **Borden, V.** (2017, May/June). The Relationship between Earning Prospects and Student Debt Accrual. Paper session at the 2017 Forum of the Association for Institutional Research, Washington, DC, June 2.

Liu, X.* & **Borden, V.** (2017, May/June). Creating Propensity Matched Samples for a Study of Transfer Student Debt. Paper session at the 2017 Forum of the Association for Institutional Research, Washington, DC, June 1

Borden, V., Wakhungu, P. & Stewart, C.* (2017, May/June). Using the Carnegie Classification for Institutional Benchmarking. Speaker session at the 2017 Forum of the Association for Institutional Research, Washington, DC, May 31.

Borden, V. M. H. (2016, September). The university as entity: How organizational arrangements affect ranking outcomes. Paper presented at the 2016 European Association for Institutional Research Conference, Birmingham, UK, September 2.

Wakhungu, P., **Borden, V.,** & Stewart, C.* (2016, May/June). Uses of the Carnegie Classification of Institutions of Higher Education. Speaker session at the 2016 Forum of the Association for Institutional Research, New Orleans, LA, June 2.

Webber, K., Adelman, C., **Borden, V.,** Baty, P., Carroll, D., & Mathies, C. (2016, May/June). Global gathering: Trends in the assessment of the student experience. Panel Session 2016 Forum of the Association for Institutional Research, New Orleans, LA, June 1..

Borden, V., Wakhungu, P. & Stewart, C.* (2016, May/June). Using and Improving the Carnegie Classification of Institutions of Higher Education: The 2015 Update and Beyond. Impact Session Presented at the 2016 Forum of the Association for Institutional Research, New Orleans, LA, May 31.

Lin, C-H,* & **Borden, V.,** Chien, W-C., & Hsu, C-H. (2016, May/June). Interaction between IR and IT to enhance organizational effectiveness. Poster presentation at the 2016 Forum of the Association for Institutional Research, New Orleans, LA, May 31-June 3.

Borden, V., Bringle, R., and Coates, H. (2015, August). Classifying higher education institutions: Past, present and future directions. Presented at the 2015 European Association for Institutional Research Conference, Krems, Austria, August 31.

Raybourn, K. E.* & **Borden, V. M. H.** (2015, May). Supporting transfer students who arrive with college loan debt. Presented at the 2015 Forum of the Association for Institutional Research, Denver, CO, May 27.

Shaker, G. G. & **Borden, V. M. H.** (2014, December). Lessons from research in the field: an interactive workshop to inform faculty/staff fundraising. Presented at the Council for the Advancement and Support of Education, District V Conference. December 10, Chicago, IL.

Lin, C-H.* & **Borden, V. M. H.** (2014, June). Effects of financial aid on student persistence in dual credit and advanced placement participation in the State of Indiana. Presented at the Association for the Study of Higher Education Annual Meeting, Washington, DC, November 21.

Raybourn, K. E.* & **Borden, V. M. H.** (2014, June). Examining incoming transfer student debt impacts on academic achievement and retention. Presented at the Association for the Study of Higher Education Annual Meeting, Washington, DC, November 21.

Borden, V. & Peters, S.* (2014, May). Making the most of college and university rankings. Presented at the 2014 Forum of the Association for Institutional Research, Orlando, FL, May 29.

Borden, V., Guan, K.*, & Zilvinskis, J.* (2014, May). Learning analytics, IR, and assessment: Living together in the same house. Presented at the 2014 Forum of the Association for Institutional Research, Orlando, FL, May 29.

Shaker, G. G., Kienker, B.*, & **Borden, V. M. H.** (2013, November). The ecology of internal fundraising and giving at Indiana University. Association for the Study of Higher Education Annual Meeting, St. Louis, MO.

Kienker, B. L.*, Shaker, G. G., & **Borden, V. M. H.** (2013, November). Faculty and staff giving culture and strategies at Indiana University campuses. Association for Research on Nonprofit Organizations and Voluntary Associations Annual Meeting, Hartford, CT.

Borden, V. M. H. (2013, August). Public policy and higher education quality. Paper presented at the 2013 European Association for Institutional Research Conference, Rotterdam, Netherlands, August 28.

Borden, V. & Shaker, G. (2013, May). Personal and positional predictors of faculty and staff giving. Paper presented at the 2013 Forum of the Association for Institutional Research, Long Beach, CA, May 21.

Borden, V. & Hu, Y.* (2013, May). Improving graduation rates: Doing the right things vs. doing things right. Paper presented at the 2013 Forum of the Association for Institutional Research, Long Beach, CA, May 21.

Webber, K., **Borden, V.**, Saavedra, M., & Romano, J. (2013, May). Global perspectives on IR: Issues for today and considerations for the future. Paper presented at the 2013 Forum of the Association for Institutional Research, Long Beach, CA, May 20.

Shaker, G., **Borden, V.**, & Miller, B.* (2012, November). Giving by faculty and staff across the Indiana University system. Paper presented at the 2012 conference of the Association for Research on Nonprofit Organizations and Voluntary Action. Indianapolis, IN, November 16, 2012.

Borden, V., Seiler, D.*, & Taylor, J.* (2012, October). Informing regional accreditors about state policy and quality assurance. Presentation at the National Alliance of Concurrent Enrollment Partnerships Annual Conference. Seattle, WA, October 29, 2012.

Borden, V. M. H. & Hu, Y.* (2012, June). Graduation rate performance, institutional rankings, and performance funding. Paper presented at the 2012 Forum of the Association for Institutional Research, New Orleans, LA, June 4.

Borden, V. M. H. (2012, June). Predicting academic risk and using the results wisely. Presentation to the 2012 Forum of the Association for Institutional Research, New Orleans, LA, June 4.

Brown, G., Birkbichler, C., **Borden, V.**, & Tierney, S. (2012, June) Measuring mission: the role of institutional research in performance metrics, money, and mission. Panel presented at the 2012 Forum of the Association for Institutional Research, New Orleans, LA, June 5.

Dizzino, G., **Borden, V.**, Crisp, G., McCormick, A., Pike, G., & Porter, S. (2012, June). Large scale surveys: Advantages and limitations. Featured panel presented at the 2012 Forum of the Association for Institutional Research, New Orleans, LA, June 3.

Borden, V. M. H. (2011, August). Reconciling accountability and quality improvement. Paper presented at the 2011 European Association for Institutional Research Conference, Warsaw, Poland, August 30.

Borden, V.M.H. & Beck, B.M.* (2011, May). Reconciling higher education productivity with educational quality. Presentation to the 2011 Forum of the Association for Institutional Research, Toronto, Canada, May 24.

Borden, V.M.H. (2011, May). Study abroad: Who participates and with what benefit? Presentation to the 2011 Forum of the Association for Institutional Research, Toronto, Canada, May 25.

- Borden, V. M. H.** & Evenbeck, S. C. (2009, August). Using evaluation research to meet expectations for educating students from disadvantaged backgrounds. Paper presented at the 2009 European Association for Institutional Research Conference, Vilnius, Lithuania
- Borden, V. M. H.** and Jones, C. (2009, June). Enabling access and success for high risk students through financial aid, student support and evaluation research. Presentation to the 2009 Forum of the Association for Institutional Research, Atlanta, GA.
- Borden, V. M. H.**, Ewell, P. T., Keller, C. M., Hammang, J., Morgaine, W., and Ouimet, J. A. (2009, June). Assessing and accounting for student learning: Beyond the Spellings Commission. Panel Presentation to the 2009 Forum of the Association for Institutional Research, Atlanta, GA.
- Cruce, T. M. and **Borden, V.M. H.** (2009, June). Predicting Academic Risk for Intervention. Presentation to the 2009 Forum of the Association for Institutional Research, Atlanta, GA.
- Borden, V. M. H.** (2007, June). Good to great: Implications for higher education and institutional Research. Presentation to the 2007 Forum of the Association for Institutional Research, Kansas City, MO.
- Borden, V. M. H.** (2007, June). An interactive and engaging model for selecting peer institutions. Demonstration at the 2007 Forum of the Association for Institutional Research, Kansas City, MO.
- Borden, V. M. H.**, Hamilton, S., Randall, S., and Davies, D. (2006, September) Creating an evidence-driven higher education institution in one hour. Presentation at the 28th Annual European Association for Institutional Research Forum, Rome, Italy.
- Borden, V. M. H.**, Johnson, S.D., & Brown, P.C. (2006, May). Promoting bachelor's degree attainment among African Americans. Paper presented at the 2006 Forum of the Association for Institutional Research, Chicago, IL.
- McCormick, A.C., **Borden, V. M. H.**, Sapp, M.M., Zhao, C., Tamaka, M.K., & Knight, W.E. (2006, May). The new Carnegie classifications: Challenges and opportunities for the IR community. Panel presented at the 2006 Forum of the Association for Institutional Research, Chicago, IL.
- Borden, V. M. H.**, & Evenbeck, S. E. (2005, September). Changing the minds of new college students. Paper presented at the 2005 European Association for Institutional Research, Riga, Latvia.
- St. John, E. P., Musoba, G. D., Braxton, J. M., **Borden, V. M. H.**, Hossler, D. R., & McKinney, J. S. (2005, May). An action inquiry approach to institutional research for student retention and institutional change. Panel presented at the 2005 Association for Institutional Research Annual Forum. San Diego, CA.
- Borden, V. M. H.**, Bringle, R., and Evenbeck, S. C. (2004, September). The university as a collaborative partner in regional development. Paper presented at the 2004 European Association for Institutional Research, Barcelona Spain.
- McLaughlin, G.W., **Borden, V. M. H.**, Hoekstra, P.J.P., De Jong U., Schwartz, M.P. (2004, June). Developing and using performance indicators: Issues and opportunities. Panel presented at the 2004 Forum of the Association for Institutional Research, Boston, MA.
- Borden, V. M. H.** and Morrow, K. (2004, June). Diversity performance indicators: Demonstrating commitment, impact, and progress. Poster presented at the 2004 Association for Institutional Research (AIR) Forum, Boston, MA.
- Banta, T.W., **Borden, V. M. H.** & Kahn, S. (2003, August). Building bridges to constituents: Communicating through performance indicators and electronic portfolios. Paper presented so the 2003 European Association for Institutional Research Conference, Limerick, Ireland.

Borden, V. M. H. & Evenbeck, S. E. (2003, June). Developing principles for undergraduate learning that align primary, secondary, and tertiary education with each other and with workforce requirements. Paper prepared for the Joint Seminar on Workforce Development. European Association for Institutional Research and Association for Institutional Research. Amsterdam, The Netherlands.

Borden, V. M. H. & Williams, J. (2003, May). Developing credible and meaningful performance indicators. Paper presented at the 2003 Association for Institutional Research (AIR) Forum, Tampa, Florida

Borden, V. M. H., Hanson, G. R., Schwartz, R. A., Somers, P., Volkwein, J. F., & Jones, L. G. (May 2003). Core competencies in institutional research. Panel presented at the 2003 Association for Institutional Research (AIR) Forum, Tampa, FL.

Hansen, M., & **Borden, V. M. H.** (2003, May). An action research paradigm for institutional research. Paper presented at the 2003 Association for Institutional Research (AIR) Forum, Tampa, FL.

Borden, V. M. H., Whitney, K. M., & Chism, N.V.N. and Whitney, K. (2003, March). Using performance indicators to help accomplish mission-critical institutional Objectives. Presentation at the American Association for Higher Education Learning to Change Conference. Washington, DC.

Borden, V. M. H. (2002, July). Developing credible and meaningful performance indicators. Paper presented at the 14th Annual Conference of the Association for Quality in Higher Education. Vienna, Austria.

Randall, S., Davies, D., Dearn, F., & **Borden, V. M. H.** (2002, June). Our students in the workforce: How did we do? And can we do better? Paper presented at the Association for Institutional Research 2002 Forum. Toronto, Ontario, Canada.

Jones, L. G., **Borden, V. M. H.**, Fenske, R. H., Somers, P., Volkwein, J. F., Moss, M. K., Taylor, A. L. (2002, June). Technology as subject matter and tool: How is it being taught? Panel presented at the Association for Institutional Research 2002 Forum. Toronto, Ontario, Canada.

Borden, V. M. H., Evenbeck, S., & Banta, T., (2000, May). Assessing the impact of a University College on students' early college experiences and learning outcomes. Paper presented at the 40th Annual Forum of the Association for Institutional Research, Cincinnati OH.

Kahn, S., **Borden, V. M. H.**, Brown, J., Stoering, J., Moore, M., Sharp, J., Smith, J. (2000, May). Linking accountability and improvement through an institutional portfolio. Panel presented at the 40th Annual Forum of the Association for Institutional Research, Cincinnati OH.

Ewell, P., Kuh, G., Hayek, J., **Borden, V. M. H.**, McLaughlin, G., and Olsen, J. (2000, May). Benchmarks of best practice in undergraduate education: The National Survey of Student Engagement. Panel presented at the 40th Annual Forum of the Association for Institutional Research, Cincinnati OH.

Kuh, G., Baker, M.A., Evenbeck, E., **Borden, V. M. H.**, Schmitz, T., (2000, May). The road to the baccalaureate at Indiana University: Assessing retention interventions across multiple campuses. Paper presented at the 40th Annual Forum of the Assoc. for Institutional Research, Cincinnati OH.

Kahn, S., **Borden, V. M. H.**, Ketchison, K., Moore, M., Brown, J. (1999, May). Urban universities portfolio project: Assuring quality for multiple publics. Panel presented at the 39th Annual Forum of the Association for Institutional Research, Seattle, WA.

Borden, V. M. H., & Burton, K. (1999, June). The impact of section size on student performance in introductory courses. Paper presented at the 39th Annual Forum of the Association for Institutional Research, Seattle, WA.

Borden, V. M. H., & Thomas, T., (1999, June). AIR grant paper: Assessing and fulfilling end-user needs for IPEDS data. Paper presented at the 39th Annual Forum of the Association for Institutional Research, Seattle, WA.

Ketchison, K. A., **Borden, V. M. H.**, Broido, E., Degnan, J., Torres, V., & Woodcock Ayres, H. (1999, June). Describing the urban university student. Paper presented at the 39th Annual Forum of the Association for Institutional Research, Seattle, WA.

Holland, B., Belchier, M., & **Borden, V. M. H.** (1998, February). New research findings on student persistence. Panel presented at the Fifth annual Conference of the Coalition of Urban and Metropolitan Universities, San Antonio, TX.

Borden, V. M. H. (1998, May). An alternative measure of student retention. Paper presented at the 38th Annual Forum of the Association for Institutional Research, Minneapolis, MN.

Borden, V. M. H. & Dalphin, J. (1998, May). Simulating the effect of student profile changes on retention and graduation rates: A Markov chain analysis. Paper presented at the 38th Annual Forum of the Association for Institutional Research, Minneapolis, MN.

Dalphin, J. & **Borden, V. M. H.** (1998, May). Discrete Markov matrices applied to student flow models. Paper presented at the 38th Annual Forum of the Association for Institutional Research, Minneapolis, MN.

McLaughlin, G., Newhouse, B., **Borden, V. M. H.**, Ewell, P., & Brown, M. (1998, May). Benchmarking: A successful strategy for learning more about performance indicators. Panel presented at the 38th Annual Forum of the Association for Institutional Research, Minneapolis, MN.

Thomas, T., Austen, D., & **Borden, V. M. H.** (1998, May). AIR grant paper: Assessing and fulfilling end-user needs for IPEDS data. Paper presented at the 38th Annual Forum of the Association for Institutional Research, Minneapolis, MN.

Rooney, P., **Borden, V. M. H.**, & Thomas, T. (1998, May). A program cost study: Determining the revenues and expenditures associated with instruction, research, and service programs. Paper presented at the 38th Annual Forum of the Association for Institutional Research, Minneapolis, MN.

Borden, V. M. H. (1997, May). Defining and documenting faculty work: A modular approach. Paper presented at the 37th Annual Forum of the Association for Institutional Research, Orlando, FL.

Borden, V. M. H. (1997, May). Strategies for deploying a survey of faculty attitudes and opinions. Paper presented at the 37th Annual Forum of the Association for Institutional Research, Orlando, FL.

Zuniga, R., **Borden, V. M. H.**, & Johnson, J. (1997, May). The Flashlight Project: Developing tools for local evaluation of education uses of technology. Panel presented at the 37th Annual Forum of the Association for Institutional Research, Orlando, FL.

Thomas, T., **Borden, V. M. H.**, Burton, K. (1997, May). Changing the way we do business: The World Wide Web as a reporting mechanism for institutional information. Demonstration at the 37th Annual Forum of the Association for Institutional Research, Orlando, FL.

Borden, V. M. H., (1997, June). Know thy students: Using institutional research in curricular and pedagogical planning. Presented at the AAHE Conference on Assessment and Quality, Miami, FL.

Borden, V. M. H., Plater, W., Malik, D., & Kremer, J. (1996, January). Evaluating the teaching capacity of academic departments. Panel presented at the 1996 AAHE Conference On Faculty Roles & Rewards, Atlanta, GA.

Borden, V. M. H., Kremer, J., Vinsonhaler, J., & Vinsonhaler, J. (1996, January). Implementing a computer-based faculty productivity system. Panel presented at the 1996 AAHE Conference On Faculty Roles & Rewards, Atlanta, GA.

Bluestein, M., & **Borden, V. M. H.** (1996, November). The pitfalls of relying on textbooks in technology courses. Paper presented at the 8th Annual Technology-Based Engineering Education Conference, Long Beach, CA.

Borden, V. M. H. & Wince, M. (1995, May). When does student satisfaction matter? Paper presented at the 35th annual forum of the Association for Institutional Research, Boston, MA.

Borden, V. M. H., Burton, K., Keucher, S., & Vossburg-Conway, F. (1995, May). Setting a census date to optimize enrollment, retention, and tuition revenue projections. Paper presented at the 35th annual forum of the Association for Institutional Research, Boston, MA.

Burton, K., & **Borden, V. M. H.** (1995, May). Using data pivot technologies to distribute institutional research. Demonstration presented at the 35th annual forum of the Association for Institutional Research, Boston, MA.

Wince, M., & **Borden, V. M. H.** (1995, May). Putting survey results to use. Paper presented at the 35th annual forum of the Association for Institutional Research, Boston, MA.

Borden, V. M. H. (1994, June). Segmenting student markets with a student satisfaction survey. Paper presented at the 34th annual forum of the Assoc. for Institutional Research, New Orleans, LA.

Borden, V. M. H., & Banta, T. (1994, June). Performance indicators: Measuring college and university performance for accountability and improvement. Paper presented at the 1994 AAHE Assessment and Quality Conference, Washington, DC.

Banta, T., Ewell, P., Seybert, J., & **Borden, V. M. H.** (1994, June). Student tracking: Footprints can yield valuable assessment information. Panel presented at the 1994 AAHE Assessment and Quality Conference, Washington, DC.

Borden, V. M. H., & Gentemann, K. (1993, May). Campus community and student priorities at a metropolitan university. Paper presented at the 33rd annual forum of the Association for Institutional Research, Chicago, Illinois.

Carnahan, J., Mann, R., Bromberg, M., **Borden, V. M. H.**, & Smith, S. (1992, May). The increasing cost of information technology in the context of campus-wide budget reductions. Panel presented at the 32nd annual forum of the Association for Institutional Research, Atlanta, Georgia.

Borden, V. M. H. (1991, May). Managing the institutional census. Paper presented at the 31st annual forum of the Association for Institutional Research, San Francisco, California.

Borden, V. M. H., & Swope, S. (1990, May). Enrollment planning: Bringing the pieces together. Paper presented at the 30th annual forum of the Assoc. for Institutional Research, Louisville, KY.

Borden, V. M. H. (1988, May). Student engagement in college. Paper presented at the 28th annual forum of the Association for Institutional Research, Phoenix, Arizona.

Borden, V. M. H. & Levinger, G. (1984, August). Interpersonal transformations in married and cohabiting couples. Poster session presented at the 92nd annual conference of the American Psychological Association, Toronto, Canada.

Tronick, E., Shea, E., & **Borden, V. M. H.** (1982, August). Maternal self-esteem as affected by infant health and family support. Poster session presented at the 90th annual convention of the American Psychological Association, Washington, D.C.

Invited Presentations

Borden, V. M. H. (2018, November). Classifying Institutions to Guide Mission-Relevant Performance Assessment. Invited Lecture, China Institute of Education Policy, Faculty of Education, Beijing Normal University, Beijing, China, November 1, 2018.

Borden, V. M. H. (2017, October). Learning analytics in higher education: Promises and perils. Presented at the International Conference of Institutional Research and Governance. Kaohsiung Medical University, Kaohsiung, Taiwan, October 26.

Borden, V. M. H. (2016, July). Effectively using analysis and analytics to improve student progress and completion. Presented at the Higher Learning Commission (HLC) Progress to Completion Workshop. Oak Brook, IL, July 14.

Borden, V. (2016, January). Finding your hedgehog and understanding your elephant: Building common purpose at the University of the Sciences. Keynote address at the USciences Professional Development Day, January 6, 2016, Philadelphia, PA.

Borden, V., Seiler, D., Taylor, J., & Park E. (2013, April) Dual credit in U.S. higher education: A study of state policy and quality assurance practices. Presented at the 2013 NCA HLC Annual Conference, Chicago, IL, April 8.

Borden, V. (2013, March). Measurement validity and accountability for student learning in higher education. Invited paper for the B1G Issues in Testing: Improving Admissions and Learning in Higher Education. Buros Center for Testing, University of Nebraska, Lincoln, March 29.

Marr, D., **Borden, V. M. H.**, Ward, D., Arthur, J. (2012, November). Are we making progress with student cohort tracking and retention strategies? Panel presentation at the 2012 Forum of the Australasian Association for Institutional Research. Terrigal, Australia, November 14.

Burd, S., **Borden, V.**, LoCascio, C., & Torres, V. (2012, November). Dealing with student loan debt: The problems. Panel presentation at the National Education Writer's Association Seminar, Degrees vs. Debt: Making College More Affordable. Indianapolis, IN, November 2.

Borden, V. & Mays, T., (2012, September). Data and methods: How to study for-profits. Presentation at the Access, Competition and For-Profit Higher Education Conference. Sponsored by the American Educational Research Association and the Research Network on Racial and Ethnic Inequality, Sanford School of Public Policy, Duke University. Durham, NC, September 21.

Borden, V., Bradley, P., and Barrett, P. (2012, May). Understanding IPEDS: The data community colleges love to hate. Presentation to the 34th Annual International Conference on Teaching & Leadership Excellence, Austin Texas, May 28.

Borden, V. M. H. & Kernel M. (2011, October). The measuring quality inventory. Presentation at the 2011 Assessment Institute in Indianapolis. October 31.

Bailey, T., **Borden, V.**, & Evenbeck S. (2011, September). Transformational educational models: How can we bring them to scale at existing community colleges so as to meet the Completion Agenda? Panel discussion at A National Colloquium: Reimagining Community Colleges, introduced by Eduardo Martí and facilitated by Carol Ann Riddel. Sponsored by the City University of New York, New York City, September 23.

Bradley, P., Bartlett, P., & **Borden, V.** (2011, May). Top 100, fastest-growing: What they really mean and how to handle press inquiries about them. Presentation at the 33rd International Conference on Teaching and Leadership Excellence of the National Institute for Staff and Organizational Development (NISOD). May 30, Austin, TX.

Borden, V. M. H. (2010, September). What do they want from us? The tensions between accountability demands and professional improvement desires in higher education: Navigating a

constructive path. University of KwaZulu-Natal, September 30, 2010, Edgewood Campus, Durbin, South Africa.

Borden, V. M. H. (2010, September). Research pathways for a Ph.D. higher education program. University of KwaZulu-Natal, September 29, 2010, Howard Campus, Durbin, South Africa.

Borden, V. M. H. (2010, September). Diversity, student achievement and campus climate: An evidence-based approach to institutional development. University of KwaZulu-Natal, September 28, 2010, Howard Campus, Durbin, South Africa.

Borden, V. M. H. (2010, September). Higher education ownership, control, responsibility and stewardship. University of KwaZulu-Natal, September 28, 2010, Edgewood Campus, Durbin, South Africa.

Borden, V. M. H. (2010, September). Planning for improvement: A US model that is the same and difference from the UKZN QPA model. University of KwaZulu-Natal, September 27, 2010, Howard Campus, Durbin, South Africa.

Borden, V. M. H. (2010, September). Information support for institutional research: Where we are and where things are going. University of KwaZulu-Natal, September 27, 2010, Howard Campus, Durbin, South Africa.

Borden, V. M. H. & Kernel, B. M. (2010, June). The measuring quality inventory. Presented at the 2010 Association for Institutional Research Forum. June 1, 2010, Chicago, IL.

Borden, V. M. H. (2009, February). Assessment as organizational learning. Presented at the New Mexico Higher Education Assessment and Retention Conference. February 27, 2009, Albuquerque, NM.

Borden, V. M. H. (2009, February). Tracking students: Variations on a theme. Presented at the New Mexico Higher Education Assessment and Retention Conference. February 26, 2009, Albuquerque, NM.

Borden, V. M. H. (2009, February). Assessing for program improvement. Presented at the University of Arizona Assessment Showcase. February, 11, 2009, Tucson, AZ.

Borden, V. M. H. (2008, March). Telling our “student learning” story more effectively: Examples from the best higher education institutions and the higher education institutions that do it best. Presented at Accountability for Student Learning: Understanding and Meeting the Challenges Institute. Academic Impressions, March 1, 2008, Denver, CO.

Borden, V. M. H., Howard, M.A., and Lane, F. (2007, April). The year in higher education. Panel presented at the 34th National Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions. April 15-17, New York, NY.

Borden, V. M. H. (2006, June). Accountability for first year student success. Presentation at the Summer Institute on First Year Assessment, National Resource Center for The First-Year Experience & Students in Transition (University of South Carolina) and the Policy Center on the First Year of College (Brevard College). June 25-27, Asheville, NC.

Borden, V. M. H. (2005, June). Building effective student retention programs: A collaborative learning approach. Presented at the Second Academic Impressions' Data Driven Strategic Enrollment Management Conference, Vail, CO.

Jones, L. G., Bers, T. H., **Borden, V. M. H.**, & Volkwein J. F. (2005, May). W(h)ither the IR report? Panel presentation at the AIR Presidential Pre-Conference Symposium on Advancing the IR Profession. 2005 Association for Institutional Research Annual Forum, San Diego, CA.

Borden, V. M. H., Brown II, M. C., Bullock, D. J., & Bolden, V. (2005, May). Closing the achievement gap. Panel presented at the Second Annual Black Issues in Higher Education Benchmarks & Barriers Conference. Arlington, VA.

- Borden, V. M. H.** (2005, March). Integrating P-16 education through collaborative research. Lecture delivered to the forum, "Creating Seamless P-16 Education in Wisconsin. Wisconsin Center for the Advancement of Postsecondary Education (WISCAPE), Madison, WI.
- Borden, V. M. H.** (2005, March). Learning to do better: Improving the campus climate for diversity through collaborative inquiry. Town forum at Western Michigan University, co-sponsored by the Office of Institutional Effectiveness and the Division of Multicultural Affairs.
- Borden, V. M. H.** (2005, March). Institutional research and civic engagement: Analysis, evaluation and performance indicators to promote institutionally effective civic engagement. Presented at the American Association for State Colleges and Universities AASCU/IUPUI Civic Engagement Institute. Indianapolis, IN.
- Borden, V. M. H. & Brown, P. C.** (2004, June). Top 100 degree producers, graduate: What graduate and professional schools are doing to ensure degree success. Presentation at the 20th Anniversary Commemorative Conference for Black Issues in Higher Education. Benchmarks & Barriers for People of Color in Higher Education. June 19, Crystal City, VA.
- Borden, V. M. H. & Brown, P. C.** (2004, June). Top 100 degree producers: Undergraduate. Presentation at the 20th Anniversary Commemorative Conference for Black Issues in Higher Education. Benchmarks & Barriers for People of Color in Higher Education. June 18, Crystal City, VA.
- Borden, V. M. H. & Mzumara, W.** (2003, October). Assessing K-12 school improvement, professional development, and higher student achievement. Presentation to the South Central Indiana Community Alliance to Promote Education Oversight Committee, Loogootee, IN.
- Borden, V. M. H. & Evenbeck, S. E.** (2003, June). Building collaborations among academic and administrative staff around student survey results. Presentation to the Subject Champions Conference of the Programme Improvement Through Alumni Research Project. University College Northampton, United Kingdom.
- Borden, V. M. H. & Evenbeck, S. E.** (2003, June). Universities versus learning organizations. Presentation to the Subject Champions Conference of the Programme Improvement Through Alumni Research Project. University College Northampton, United Kingdom.
- Borden, V. M. H.** (March 2003). Developing credible performance indicators for accountability and, more importantly, improvement: The IUPUI experience. Presentation to the National Assoc. of Public Administrators Standing Panel on Social Equity in Governance. Washington, DC.
- Borden, V. M. H.** (2003, May). Benchmarking higher education performance: Assessing process effectiveness in academic programs. Presented to the Florida State University, College of Education Institutional Research Symposium, Tallahassee, FL.
- Borden, V. M. H.** (January 2003). How to develop and assessment plan / Developing and using assessment instruments. Salt Lake Community College Student Services Assessment Institute. Salt Lake City, UT.
- Borden, V. M. H.** (2002, October). The defining characteristics of urban public universities: Mapping available federal and national data to key components of urban university mission. Presented at the October meeting of the Urban 13 Chief Academic Officers. Birmingham, AL.
- Borden, V. M. H.** (2002, June). Winning the data game: Power at your fingertips. Presentation at DeMontfort University, Leicester, United Kingdom.
- Borden, V. M. H.** (2001, October). Portrait of universities with metropolitan alliances: Project update. Presented to the Chief Academic Officers of the Urban 13. St. Louis, MO.

Lopes, L., Collins, W., **Borden, V. M. H.**, & Ramirez, L., (2001, February). Creative approaches to academic retention on college campuses. Panel presented at the 2001 Midwest Regional Meeting of the College Board. Chicago, IL.

Borden, V. M. H., Roselle, D., Strassburger, J., and Russell T. (2001, February). Measuring quality: A new ACE/AIR guide on assessments of institutional quality. Panel presented at the 83rd Annual Meeting of the American Council on Education. Washington, DC.

Borden, V. M. H. (2000, December). Closing the loop: Linking planning, budgeting, evaluation, and improvement throughout an institution of higher education as a way to demonstrate quality and effectiveness and thereby garner support. Presented to the faculty of Vincennes University, Vincennes, IN.

Kahn, S. & **Borden, V. M. H.** (2000, October). The Urban University Portfolio Project and the Urban University Statistical Portrait Project: An update. Presented at the Fall 2000 meeting of the Urban 13 Chief Academic Officers. University of Massachusetts, Boston, MA.

Borden, V. M. H. (2000, May). A collaborative approach to assessing learning communities. Panel presented at the Capstone Conference of the project, Restructuring for Urban Student Success (RUSS). Indiana University Purdue University Indianapolis. Indianapolis, IN.

Borden, V. M. H. (2000, April). The urban university statistical portrait project: The next generation. Presentation delivered to the Chief Academic Affairs Officers meeting of the Urban 13/21 University Consortium. Cleveland State University, Cleveland, OH.

Sandmann, L., **Borden, V. M. H.**, Church, R., Halnan-Couch, S. (1999, November). Communicating the consequences of an engaged institution. Panel presented at the 112th Annual Meeting of the National Assoc. of State Universities and Land Grant Colleges, San Francisco, CA.

Borden, V. M. H. and Holland, B. (1999, October) Closing plenary session. Sixth Conference of the Coalition for Urban and Metropolitan Universities, Boise, ID.

Fendley, W. R., Jr., **Borden, V. M. H.**, Cousineau, J. G., & Giles-Gee, H. F. (1999, June). Reaction panel to the presidential plenary address by Jonathan Grudin, Microsoft Corporation. Using multimedia to enhance traditional and distance education. Presented at the 39th Annual Forum of the Association for Institutional Research, Seattle, WA.

Borden, V. M. H. (1993, May). Response to recommendations of the National Goal 5 Task Force report on collegiate assessment. Testimony presented at the national public hearings, Chicago, Illinois.

Borden, V. M. H. (1993, November). Using performance indicators. Presented at the 1993 Assessment Conference in Indianapolis, Indiana.

Borden, V. M. H. (1992, November). Student cohort tracking: Then and now. Presented at the Assessment Workshops at Indianapolis, Indiana.

Regional, State and Local Presentations (Since July 2001)

Liu, X. & **Borden, V. M. H.** (2016, April). Alternative methods to control for selection effects. Paper presented at the 30th annual conference of the Indiana Association for Institutional Research. Indianapolis, IN, April 8.

Borden, V. M. H. (2013, July). Myths & realities of the other IUs. Presentation to the 2013 Future Faculty Teaching Fellows Summer Institute. Indianapolis, IN, July 12.

Borden, V. (2013, May). Using risk data effectively. Presentation at the convening, Creating the Culture for Completion: Quality, Access and Success. Convened by the Office of the Executive Vice President for Academic Affairs, Indiana University. Indianapolis, IN May 15.

Borden, V. M. H. and Hu, Y. (2013, March). Improving graduation rates: Doing the right things v. doing things right. Paper presented at the 27th annual conference of the Indiana Association for Institutional Research. Indianapolis, IN, March 7.

Borden, V. M. H., Miller, B. L., & Shaker, G. G. (2013, March). Predicting faculty and staff giving at Indiana University. Paper presented at the 27th annual conference of the Indiana Association for Institutional Research. Indianapolis, IN, March 8.

Borden, V. M. H. (2012, July). Myths & realities of the other IUs. Presentation to the 2012 Future Faculty Teaching Fellows Summer Institute. Lake Monroe, IN, July 13.

Borden, V. M. H. (2012, May). Doing the right things, doing things right, and knowing the difference. Keynote address to the University of Illinois Urbana-Champaign Student Affairs Assessment Conference. May 15.

Borden, V. M. H. (2012, May). Tools and techniques for assessing student affairs support programs. Presentation at the University of Illinois Urbana-Champaign Student Affairs Assessment Conference. May 15.

Borden, V. M. H. & Hu, Y. (2012, March). Graduation rate performance, institutional rankings, and performance funding. Paper presented at the 26th annual conference of the Indiana Association for Institutional Research. Indianapolis, IN, March 22.

Borden, V. M. H. (2011, September). The changing student body: How and why does it matter. Plenary address to the 2011 Plater Institute on the Future of Student Learning. Indiana University Purdue University, Indianapolis, September 30.

Borden, V. M. H. & Kernel, B. M. (2011, March). Reconciling quality and productivity in higher education: A work in progress. Presentation at the 24th annual conference of the Indiana Association for Institutional Research. Indianapolis, IN, March 11.

Borden, V., Bauer, S. & Horne, P. (2010, October). The role of business intelligence in achieving degree goals: Working together with to improve student success. Presentation to the 2010 Indiana College Access and Success Network Meeting. Indianapolis, IN, October 19.

Borden, V., Ingle, A., Frost, J. & Tobin, B. (2010, March). Higher education opportunity act (HEOA) new mandates panel discussion – is your institution in compliance yet? Panel presented at the 23rd Annual Conference of the Indiana Association for Institutional Research, Indianapolis, IN, March 11.

Borden, V. M. H. (2009, March). Preparing for the wonderful world of OLAP and all things “BI.” Presented at the 22nd Annual Conference of the Indiana Association for Institutional Research, Indianapolis, IN.

Borden, V. M. H. (2009, January). Improving the value of teaching and learning by paying closer attention to it. Presentation to Butler University Faculty, Indianapolis, IN.

Borden, V. M. H. and Johnson, I.L. (2008, March). Strategies for the constructive use of college rankings. Presented at the 21st Annual Conference of the Indiana Association for Institutional Research, Bloomington, IN.

Borden, V. M. H. (2007, September). Getting stuff done. Presentation to the NAICUSE Research Conference and Fall Executive Committee Planning and SNIN Meetings, Indianapolis, IN.

Borden, V. M. H. (2007, June). Multiculturalism in the classroom. Interactive session presented at the summer institute for teaching excellence. Sponsored by the Center for Instructional Excellence, Purdue University Calumet. New Buffalo, MI.

Meadors, J.W., Jr., & **Borden, V. M. H.** (2007, March). What kind of transfer? Paper presented at the 21st Annual Conference of the Indiana Assoc. for Institutional Research, French Lick, IN.

Borden, V. M. H. (2006, November). Multiculturalism and student learning: Implications for teaching and assessment. Invited talk at Purdue University, Calumet, sponsored by the Center for Instructional Excellence. November 27, Calumet, IN.

Borden, V. M. H., Gross, P.J., Valtierra, G. (2007, April). Building on experience: The attitudes and actions for institutional improvement. Panel presented at the Closing Seminar of the Indiana Project on Academic Success. April 12, Indianapolis, IN.

Borden, V. M. H. (2006, October). Accountability: National, at IU and in your work. Invited address for the Indiana University Fiscal Officer Development Series Alumni Session. October 26, Indianapolis, IN.

Borden, V. M. H. (2006, March). Getting IR done: taking productivity to the next level. Presentation at the 20th Annual Conference of the Indiana Association for Institutional Research, Bloomington, IN.

Anderson, D., Lemming, M., Sauer, M, Leary, A., Webb, O., Seabaugh, J., and **Borden, V. M. H.** (2006, March). Looking over shoulders: Cool tricks for data and reporting. Presentation at the 20th Annual Conference of the Indiana Association for Institutional Research, Bloomington, IN.

Borden, V. M. H. (2004, March). Developing diversity performance indicators that actually promote improvement in diversity performance. Presentation to the Diversity Roundtable of Central Indiana. Indianapolis, IN.

Borden, V. M. H. (2003, November). Assessing the impact of curriculum diversity initiatives on student achievement and campus climate. Indiana University Enhancing Minority Attainment Conference, Kokomo, IN.

Borden, V. M. H. & Mzumara, H. (2003, January). Assessing K-12 school improvement, professional development and higher education. Presentation given at the South Central CAPE Oversight Committee Meeting, Mitchell, IN.

Borden, V. M. H. (2002, October). The IUPUI-Q challenge. Presentation at the IUPUI Retention Summit. Indianapolis, IN.

Borden, V. M. H. (2002, October). Project SEAM evaluation update. Presented at the Fall 2002 retreat of Project SEAM. Bloomington, IN.

Borden, V. M. H. (2002, March). Students' perceptions of their learning gains at IUPUI. Presentation at the E. C. Moore Symposium. Indianapolis, IN.

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