

# MICHAEL W. MATIER

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## Office

Institutional Research and Planning  
Cornell University  
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## Home

3 Sunset Drive  
Lansing, NY 14882  
(607) 592-2685 (cell)

## EDUCATION

- Ph.D. Higher Education Administration 1985  
*University of Oregon, Eugene, OR*  
Dissertation: Factors influencing “star” faculty attrition at institutions of higher education: an analysis of the University of Oregon’s faculty in the College of Arts and Sciences, 1976/77 - 1984/85
- M.A.R. Theological Studies 1982  
*Westminster Theological Seminary, Philadelphia, PA*
- B.S.ed. Mathematics -- Secondary Education 1979  
*Shippensburg State College, Shippensburg, PA*

## PROFESSIONAL EXPERIENCE

- DIRECTOR, Institutional Research and Planning, *Cornell University* July 1998 – present  
ACTING DIRECTOR, Institutional Planning and Research, *Cornell University* March – June 1998  
ASSOCIATE DIRECTOR, Institutional Planning and Research, *Cornell University* 1989 – 1998  
[http://dpb.cornell.edu/OC\\_Inst\\_Research\\_Planning.htm](http://dpb.cornell.edu/OC_Inst_Research_Planning.htm)
- Responsible for the operations of an office of eight professional staff serving the decision support, resource planning, and policy analysis needs of the University's senior executive officers, including the President, Provost, Vice Presidents, Deans, and Trustees.
- SEARCH MANAGER, Academic Dean Searches, *Cornell University* 2003 – present  
<http://www.cornell.edu/provost/searches.cfm>
- Responsibility for and oversight of academic dean search processes, including “head hunting,” prospect development, committee management, constituent relations, and information stewardship:  
College of Architecture, Art, and Planning (2003 - 04); College of Human Ecology (2003 - 04);  
School of Hotel Administration (2004 - 05); School of Industrial and Labor Relations (2004 - 05);  
Johnson Graduate School of Management (2006 - 08); College of Veterinary Medicine (2006 - 07);  
University Librarian (2007 - 08); College of Human Ecology (2007 - 08); College of Architecture, Art, and Planning (2007 - 08); College of Engineering (2008 - 09); Faculty of Computing & Information Science (2009).
- TRAINER, Cornell Team & Leadership Center, Cornell Outdoor Education (COE), *Cornell University* 1992 – 2007  
<http://www.coe.cornell.edu/tb/>
- Led half-day, full-day, and multi-day workshops, retreats, and courses for administrative, educational, corporate, and executive clients utilizing experiential educational techniques including high- and low-ropes challenge initiatives, backpacking, rock climbing, rappelling, and other more cerebral exercises to teach developmental skills and diagnostic techniques necessary to cultivate effective leadership and high-performing teams.
  - Clients included Ingersol Rand, Thompson Health, Mitchel Madison Group, the Samuel Curtis Johnson Graduate School of Management, Cornell’s School of Hotel Administration Executive Education, Cornell Information Technologies, Facilities and Campus Services at Cornell, and the Cornell Men’s Lacrosse team.
- FACILITATOR, Quality Improvement Process, *Cornell University* 1992 – 1995
- Led one team, facilitated two task teams, and facilitated one lead team in the inaugural phase of Cornell’s Quality Improvement Process.

**PROFESSIONAL EXPERIENCE (cont.)**

- RESOURCE AND POLICY ANALYST, Office for Planning and Budgeting, *University of Illinois* 1986 – 1989
- Coordinated development and dissemination of campus level expanded/improved academic program requests generated by the Urbana-Champaign and Chicago campuses of the University. Responsible for condensing and synthesizing campus-level documentation into descriptive prose and budgetary detail for external audiences. Liaison between campus officials and the University's Board of Trustees, the Illinois Board of Higher Education, the Governor's Bureau of the Budget, and the Appropriations Committees of the Illinois General Assembly.
- GRADUATE TEACHING FELLOW, Division of Educational Policy and Management 1982 – 1985  
*University of Oregon*
- Laboratory Instructor for Analytic Problem Solving in Education. Developed and synthesized case studies for analysis using electronic spreadsheets. Assisted students in the design of databases and spreadsheets for use in modeling, forecasting, and simulating management decision-making situations in educational administration.
  - Instructional Computing Coordinator. Researched and evaluated word-processing, electronic spreadsheet, data base management and statistical software packages. Coordinated the training of staff and student users.
- STAFF ASSISTANT, Office of the Provost, Academic Planning Advisory Committee 1983 – 1984  
*University of Oregon*
- Conducted literature review and developed annotated bibliography on academic program review and evaluation. Formulated list of potential criteria to be used in program review and evaluation. Assisted in the development and selection of review criteria. Conducted data analysis.
- COUNSELOR, Office of Academic Advising and Student Services, *University of Oregon* 1982 – 1983
- Conducted individual and group academic, ombudsman, and personal counseling of undergraduate and graduate students. Coordinated training of undergraduate peer advisors.

**BOARD MEMBERSHIP**

- Board of Managers, *Milton Hershey School*, Hershey, PA 2001 – 2002
- Board of Directors, *Hershey Trust Company*, Hershey, PA 2001 – 2002
- Joint MHS/HTC Long Range Planning Committee, 2001 – 2002
- Joint MHS/HTC Human Resources and Governance Committee, 2001 – 2002
- Ad hoc MHS Board/MHS Alumni Association/PA Attorney General Dialogue Group, 2002

**PUBLICATIONS**

- 2005 Marne K. Einarson and **Michael W. Matier**. **Exploring race differences in correlates of seniors' satisfaction with undergraduate education.** *Research in Higher Education*, vol. 46, no. 6, pp. 641-676.
- 2000 Ronald G. Ehrenberg, **Michael W. Matier**, and David Fontanella. **Cornell confronts the end of mandatory retirement.** In R. L. Clark and P. B. Hammond (eds.), *To Retire or Not?: Retirement Policy and Practice in Higher Education*, Philadelphia: University of Pennsylvania Press, pp. 81-105.
- 1998 Peter Hurst, **Michael Matier**, and Clint Sidle. **Fostering teamwork and teams from the institutional research office.** In Susan H. Frost (ed.), *Teams, Culture, and Work: Establishing Productive Research Environments*, New Directions for Institutional Research, Issue No. 100, San Francisco: Jossey Bass, pp. 17-25.
- 1996 Rogers Elliott, A. Christopher Strenta, Russell Adair, **Michael Matier**, and Jannah Scott. **The role of ethnicity in choosing and leaving science in highly selective institutions.** *Research in Higher Education*, vol. 37, no. 6, pp. 681-709.
- 1996 Rogers Elliott, A. Christopher Strenta, Russell Adair, **Michael Matier**, and Jannah Scott. **The role of ethnicity in choosing and leaving science in highly selective institutions.** *Research in Higher Education*, vol. 37, no. 6, pp. 681-709.
- 1995 **Michael W. Matier**, C. Clinton Sidle, and Peter Hurst. **Institutional researchers' roles in the 21st century.** In Timothy R. Sanford (ed.), *Institutional Research in the Next Century*, New Directions for Institutional Research, Issue No. 85, San Francisco: Jossey Bass.

**PUBLICATIONS (cont.)**

- 1994 A. Christopher Strenta, Rogers Elliott, Russell Adair, **Michael Matier**, and Jannah Scott. **Choosing and leaving science in highly selective institutions.** *Research in Higher Education*, vol. 35, no. 5, pp. 513-47
- 1993 Oscar W. Larson, III and **Michael W. Matier.** **Predictions of academic performance.** In W. R. Fendley, Jr. and L. T. Seeloff (eds.), *Reference sources: An annotated bibliography for institutional research.* Tallahassee: Association for Institutional Research.
- 1993 **Michael Matier** and C. Clinton Sidle. **What size libraries for 2010.** *Planning for Higher Education*, Summer 1993, vol. 21, no. 4, pp. 9-15.
- 1991 **Michael W. Matier.** **Recruiting faculty: complementary tales from two campuses.** *Research in Higher Education*, vol. 32, no. 1, pp. 31-44.
- 1990 **Michael W. Matier.** **Retaining faculty: a tale of two campuses.** *Research in Higher Education*, vol. 31, no. 1, pp. 39-60.

**REFEREED CONTRIBUTED PAPERS****Exploring faculty's out-of-class interactions with undergraduate students: findings from a faculty survey at a research university**

Presented at the Forty-fifth Annual Forum of the Association for Institutional Research, May 29 - June 1, 2005, San Diego, CA. Co-authors: Marin Clarkberg and Marne Einarson, *Cornell University*.

**Exploring race differences in correlates of seniors' satisfaction with undergraduate education**

Presented at the Forty-fourth Annual Forum of the Association for Institutional Research, May 30 - June 2, 2004, Boston, MA. Co-author: Marne Einarson, *Cornell University*.

**Mitigating assessment animosity: whetting the institutional appetite for student data**

Presented at the Forty-third Annual Forum of the Association for Institutional Research, May 12 - 21, 2003, Tampa, FL. Co-author: Marne Einarson, *Cornell University*.

**More alike than not? An examination of what differentiates intercollegiate athletes from their classmates**

Presented at the Forty-second Annual Forum of the Association for Institutional Research, June 2 - 5, 2002, Toronto. Co-author: Marne K. Einarson, *Cornell University*.

**Comparisons between response rates and respondent characteristics of mail and electronic surveys**

Presented at the Fortieth Annual Forum of the Association for Institutional Research, May 21 - 24, 2000, Cincinnati, OH. Co-authors: Heather H. Kim and Daniel Underwood, *Cornell University*.

**Using TQM to improve the quality of race/ethnicity reporting**

Presented at the Thirty-fifth Annual Forum of the Association for Institutional Research, May 28 - 31, 1995, Boston, MA. Co-author: Oscar W. Larson, III, *Cornell University*. (ERIC Document Reproduction Service No. ED 386 977).

**How it ought to be: institutional researchers' role as we approach the 21st century**

Presented at the Thirty-fourth Annual Forum of the Association for Institutional Research, May 29 - June 1, 1994, New Orleans, LA. Co-authors: C. Clinton Sidle and Peter J. Hurst, *Cornell University*. (ERIC Document Reproduction Service No. ED 373 625).

**Recruiting faculty: complementary tales from two campuses**

Presented at the Thirtieth Annual Forum of the Association for Institutional Research, May 13-16, 1990, Louisville, KY. (ERIC Document Reproduction Service No. ED 321 671).

Abstracted in: *Higher Education Abstracts*, Spring 1991, vol. 26, no. 3, p. 367.

Abstracted in: *Planning for Higher Education*, Fall 1991, vol. 20, p. 48.

**Retaining faculty: A tale of two campuses**

Presented at the Twenty-ninth Annual Forum of the Association for Institutional Research, April 30 - May 3, 1989, in Baltimore, MD. (ERIC Document Reproduction Service No. ED 308 786)

Abstracted in: *Higher Education Abstracts*, Winter 1990, vol. 25, no. 1, pp. 207-208.

**Factors influencing faculty migration**

Presented at the Twenty-eighth Annual Forum of the Association for Institutional Research, May 15-18, 1988, in Phoenix, AZ. (ERIC Document Reproduction Service No. ED 298 846)

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**INVITED PAPERS**
**Cornell University confronts the end of mandatory retirement**

Presented at the Virginia Conference on the Economics of Higher Education, October 8-9, 1998, University of Virginia, Charlottesville, VA. Co-authors: Ronald G. Ehrenberg and David Fontanella, *Cornell University*.

**REFEREED CONTRIBUTED SYMPOSIA/PANELS/RESEARCH PRESENTATIONS****Considerable congruence: perceptions of graduating seniors and their parents on the undergraduate experience**

Presented at the Forty-fifth Annual Forum of the Association for Institutional Research, May 29 – June 1, 2005, San Diego, CA. Co-presenters: Heather H. Kim, *New School University* and Noelle Chesley, *University of Minnesota*.

**Differences between public and private institutions in the work life of institutional researchers**

Presented at the Forty-second Annual Forum of the Association for Institutional Research, June 2 – 5, 2000, Toronto. Co-presenters: Maryann Gray, *University of Southern California* and Fran Horvath, *California State University-Northridge*.

**Open and participatory strategic planning: one institution's continuing experience**

Presented at the Seventeenth European Association for Institutional Research Forum, August 27 - 30, 1995, Zürich, Switzerland. Co-presenters: C. Clinton Sidle and Peter J. Hurst, *Cornell University*.

**Open and participatory strategic planning: one institution's continuing experience**

Presented at the Thirty-fourth Annual Forum of the Association for Institutional Research, May 29 - June 1, 1994, New Orleans, LA. Co-presenters: C. Clinton Sidle and Peter J. Hurst, *Cornell University*.

**Planning and implementing TQM at Michigan and Cornell: small wins or cultural change?**

Presented at the Twenty-eighth Annual Conference of the Society for College and University Planning, July 18-21, 1993, Boston, MA. Co-presenters: James L. Murdock, Marilyn Knepp, and Sally M. Johnson, *University of Michigan* and C. Clinton Sidle, *Cornell University*.

**No sacred cows, no sacrificial lambs: TQM, strategic planning and cultural change**

Presented at the Thirty-third Annual Forum of the Association for Institutional Research, May 16-19, 1993, Chicago, IL. Co-presenters: C. Clinton Sidle and Oscar W. Larson, III, *Cornell University*.

**Communicating with electronic mail and ASHE-L**

Presented at the Sixteenth Annual Meeting of the Association for the Study of Higher Education, October 31 - November 3, 1991, Boston, MA. Co-presenters: Irv Cockriel and Julie Caplow, *University of Missouri*.

**INVITED SYMPOSIA/PANELS/PRESENTATIONS****College Rankings – Love ‘Em or Hate ‘Em?**

Presented to the Cornell University Council, October 18, 2007, Ithaca, NY. Co-presenters: Robert Frank, Biddy Martin, and Alison Power, *Cornell University*.  
(<http://www.cornell.edu/video/details.cfm?vidID=120&display=player>)

**Cornell and USN&WR's America's Best College Rankings**

Presented to the Cornell University Alumni Council Committee on Admissions and Financial Aid, October 26, 2006, Ithaca, NY.

**COFHE and the National Survey of Student Engagement (NSSE)**

Presented at the COFHE Assembly Meeting, April 20, 2006., Stanford University, Palo Alto, CA. Co-presenters: Ralph Kuncel, *Bryn Mawr College*; Pam Lokken, *Washington University*; and Mike McGuire, *Georgetown University*.

**Digitizing brick and mortar: the Cornell experience**

Presented at the Tenth Annual Computers in Libraries Conference, February 28 - March 2, 1995, Washington, DC. Co-presenter: C. Clinton Sidle, *Cornell University*.

**Transitions from graduate school to careers in higher education**

Presented at the Seventeenth Annual Meeting of the Association for the Study of Higher Education, October 29 - November 1, 1989, Minneapolis, MN. Co-presenters: Deborah Banks, *BW Associates*; Karen Parrish Baker, *Ohio State University*; and Barbara Townsend, *Loyola University-Chicago*.

**INVITED SYMPOSIA/PANELS/PRESENTATIONS (cont.)****Useful research: views from practice and instruction**

Presented at the Fourteenth Annual Meeting of the Association for the Study of Higher Education, November 2-5, 1989, Atlanta, GA. Co-presenters: Melissa Anderson, *University of Minnesota*; Leonard Baird, *University of Kentucky*; Dolores Burke, *Duke University*; Mildred Garcia, *Montclair State College*; Don Hossler, *Indiana University*; Dick Jonsen, *WICHE*; Tony Morgan, *University of Utah*; Cheryl Presley, *University of Michigan*; Laura Rendón, *North Carolina State University*; and Susan Twombly, *University of Kansas*.

**WORKSHOPS PRESENTED****Facilitating Change: Putting Yourself Into It**

Presented as a pre-Forum workshop at the Thirty-Eighth Annual Forum of the Association for Institutional Research, May 16-17, 1998 in Minneapolis, MN. Co-presenter: Peter Hurst, *Cornell University*.

**Facilitating Change**

Presented as a pre-Forum workshop at the Thirty-Seventh Annual Forum of the Association for Institutional Research, May 17-18, 1997 in Orlando, FL. Co-presenter: Peter Hurst, *Cornell University*.

**Becoming Change Agents and Consultants of Choice**

Presented as a pre-Forum workshop at the Thirty-Sixth Annual Forum of the Association for Institutional Research, May 4-5, 1996 in Albuquerque, NM. Co-presenter: Peter Hurst, *Cornell University*.

**Lessons from the Canadian Geese: Introduction to Team Building**

Presented July 31, 1996 at the invitation of the Ithaca Child Care Center for their annual fund raising seminar. Co-presenters: C. Clinton Sidle and Peter Hurst, *Cornell University*.

**PROFESSIONAL AFFILIATIONS & SERVICE**

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|---|----------------|
| <b>Consortium on Financing Higher Education (COFHE)</b>                               | 2000 – present |
| Assembly Representative for Cornell, 2008 -   |                |
| Research Advisory Committee, 2000 - 2004; Vice-chair, 2001 - 2002; Chair, 2002 - 2004 |                |
| Policy Review Group on Data Confidentiality, Chair, 2003                              |                |
| 2009 COFHE Institutional Research Biennial Conference Planning Group, Chair           |                |
| <b>Association of American Universities Data Exchange (AAUDE)</b>                     | 1989 – present |
| Institutional Representative: 1989 - 2007   |                |
| Institutional Alternate: 2007 - present   |                |
| Council (chair): 1996 - 1997  |                |
| Council evaluation team, 1999 - 2000  |                |
| <b>Association for Institutional Research (AIR)</b>                                   | 1987 – present |
| Forum Publications Editorial Advisory Committee: 1992 - 1993                          |                |
| Forum Proposal Reviewer   |                |
| Track 4 - Resource Management and Quality Improvement: 1994, 1995 (chair)             |                |
| Track 6 - Theory, Practice, and Ethics of Institutional Research: 1993                |                |
| Publications Committee: 1995 - 1998   |                |
| <b>Association for the Study of Higher Education (ASHE)</b>                           | 1987 – present |
| Annual Meeting Program Planning Committee   |                |
| Welcome/Newcomers: 1988 - 1989 (chair)  |                |
| Evaluation: 1988 (chair)  |                |
| Annual Meeting Proposal Reviewer  |                |
| Contributed Papers: 1993, Symposia: 1989, 1998  |                |
| Editor, <i>ASHE newsletter</i> : 1989 - 1991  |                |
| Membership Committee: 1989, 1990 - 1991 (chair)                                       |                |
| Nominating Committee: 1992  |                |
| Site Selection Committee, 1993 (chair)  |                |
| <b>IVY Institutional Research Group (IVY-IR)</b>                                      | 1989 – present |
| Coordinated annual meeting logistics and program planning: 1990, 1997                 |                |
| <b>Northeast Association for Institutional Research (NEAIR)</b>                       | 1996 – present |
| <b>Research in Higher Education</b>   | 1990 – 2007    |
| Consulting Editor: 1991 - 2007  |                |
| Manuscript Reviewer: 1990 – 1991  |                |

**PROFESSIONAL AFFILIATIONS/SERVICE (cont.)**

<b>National Postsecondary Educational Cooperative (NPEC) Council</b>	1998 – 2000
<b>Department of Education, OERI, Office of Research</b>	1992 – 1993
Field Reader, Field-Initiated Studies	

**UNIVERSITY SERVICE***Cornell University*

Primary Staff Support/Recording Secretary, Board of Trustee Committee on Academic Affairs	2005 – present
PeopleSoft Campus Community Director	2005 – present
Search Committee for Director of Space Planning	2007
Mental Health Research Group	2004 – 2007
Organizational Coding Structures Development Team, chair	2005 – 2006
Trustee Subcommittee on Faculty Development, staff	2005 – 2006
Primary Staff Support/Recording Secretary, Board of Trustee Committee on Academic Affairs & Campus Life	1994 – 2005
Trustee Subcommittee on Tenure and Named Chairs, staff	1997 – 2005
Undergraduate Enrollment Planning Team, chair	1998 – 2004
Financial Aid Strategy Group	2001 – 2004
Outreach/Extension Panel, administrative liaison	2002
Steering Committee, Reaccreditation Self-Study	1999 – 2001
Trustee Task Force on Accreditation, staff	1999 – 2001
Trustee Task Force on Athletics, staff	1998 – 2005
Provost's Task Force on the Future of the Social Sciences	1998 – 1999
NCAA Athletics Certification Steering Committee	1998 – 1999
NCAA Athletics Certification Subcommittee on Fiscal Integrity	1998 – 1999
Trustee Task Force on Admissions and Financial Aid, staff	1997 – 1998
Provost's Committee on the Transition of Faculty to Emeritus Status	1996 – 1998
Project 2000 Team for Evaluation, Analysis, and Measurement	1996 – 1997
Greek System Strategic Planning Exercise, facilitator	1995 – 1997
Oversight Group, Reaccreditation Periodic Review Report	1995 – 1996
Advisor for the Cornell University chapter of Mortar Board	1994 – 1999
Strategic Planning Support Team	1992 – 1995
Provost's Task Force on Student Service Systems	1992 – 1993
Provost's Committee on Faculty Retirement Policies	1991 – 1992
Planning & Budgeting Subcommittee, Classroom Scheduling Committee	1991 – 1992
Steering Committee, Classification Review Study	1991 – 1993
Steering Committee, Reaccreditation Self-Study, <i>ex officio</i>	1990 – 1991

*University of Illinois*

Recording Secretary, University Planning Council	1988 – 1989
University Graduate and Professional Education Center Planning Committee, staff	1988

*University of Oregon*

Division of Educational Policy and Management's Ad Hoc Committee on Integrating Computers into the Curriculum	1985
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*Shippensburg State College*

Student Affairs Subcommittee, Reaccreditation Self-Study	1977 – 1978
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**EXTERNAL EVALUATOR****Rochester Institute of Technology**

Chair of review of the institutional research function	October 2007
Other reviewers: Heather Kim, Director of Institutional Research, Dartmouth College	

**McGill University**

Participant in a review of the institution's analytic capacity	September 2007
Other reviewers: Dan Lang, Professor & Senior Policy Advisor to the President, University of Toronto, chair	
Herb O'Heron, Senior Advisor, National Affairs, Association of University & Colleges of Canada	

**EXTERNAL EVALUATOR (cont.)**

- Columbia University / Middle States Commission on Higher Education** March 2006  
 Decennial reaccreditation self-study review team – special emphasis on graduate education  
 Other reviewers: Richard Saller, Provost, University of Chicago, chair  
 Marina Brownlee, Professor of Spanish, Princeton University  
 John Butler, Dean of the Graduate School of Arts & Sciences, Yale University  
 Mary Fennel, Chair of Sociology, Brown University  
 Michael Hays, Professor, Graduate School of Design, Harvard University  
 Thomas Magnanti, Dean of Engineering, MIT  
 Joel Oppenheim, Senior Associate Dean, School of Medicine, NYU
- Emory University** January 2006  
 Chair of review of the institutional research function  
 Other reviewers: Gerald McLaughlin, Director of Institutional Planning and Research, DePaul University  
 Lydia Snover, Assistant to the Provost for Institutional Research, MIT
- Columbia University / Middle States Commission on Higher Education** November 2005  
 Decennial reaccreditation on-site document review team  
 Other reviewers: Richard Saller, Provost, University of Chicago, chair  
 Elizabeth Huidekoper, Executive Vice President for Finance and Administration,  
 Brown University  
 Eaton Lattman, Dean of Research and Graduate Education, Johns Hopkins University  
 Judith Ruderman, Vice Provost for Academic and Administrative Services,  
 Duke University

**CONTINUING EDUCATION AND PROFESSIONAL DEVELOPMENT TRAINING**

- Institute for Management and Leadership in Education, *Graduate School of Education, Harvard University* 2008  
 2-week resident program
- CPR/AED Recertification, *Cornell Outdoor Education* 1998, 2001, 2005  
 4 hours of instruction leading to re-certification in American Red Cross CPR and AED
- Basic Wilderness Emergency Aid, *Cornell Outdoor Education* 1997, 2000, 2003  
 20 hours of instruction, including American Red Cross certification in standard  
 first aid, CPR, and AED
- Basic Rock Climbing, *Cornell Outdoor Education* 1997  
 25 hours of experienced-based instruction
- Theory and Practice of Adventure Based Learning, *Cayuga Nature Center/Cornell Outdoor Education* 1994  
 16 hours of instruction, plus 8 hours of apprenticeship
- The Temagami Experience, *Northwaters Wilderness Program* 1994  
 10-day resident program
- Small Group Facilitator's Internship Program, *Napier and Associates* 1993  
 5-day resident program
- Facilitator Skills Training, *QUALTEC Institute for Competitive Advantage* 1992  
 32 hours of instruction, 3.2 CEUs Awarded
- Team Leader Training, *QUALTEC Institute for Competitive Advantage* 1992  
 40 hours of instruction, 4.0 CEUs Awarded
- Results Oriented Management, *Cornell University* 1990  
 40 hours of instruction

**AWARDS AND HONORS**

- COFHE's Joseph Pettit Award (for the exemplary use of data to illuminate campus issues of significance), 2007  
 shared with Marin Clarkberg and Marne Einarson, *Cornell University*
- Who's Who in the East 1995 – 1996
- Association for Institutional Research Annual Forum Best Paper Award 1989
- Graduate Teaching Fellow, *University of Oregon* 1982 – 1985
- University of Oregon* Graduate School Doctoral Dissertation Research Partial Support Grant 1985
- Senior Class President, *Shippensburg State College* 1979

**REFERENCES**

Names and contact information of references are available upon request.

*Last updated: March 2009*