

# RAYMOND D. BARCLAY, MDIV, M.S., PH.D., LEED AP

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Curriculum Vitae (*Abbreviated*)

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## EXECUTIVE LEADERSHIP IN HIGHER EDUCATION

*Accomplished higher education professional with history of success in leading and supporting integrated academic and enrollment innovation initiatives, integrative planning and analytics efforts, financial aid and revenue strategies, space and capital planning, and campus-wide decision support maturation.*

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*Proven academic and resource planning, business process re-engineering, and financial modeling experience to help meet institutional goals and financial stability objectives.*

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## EDUCATION AND CREDENTIALS

### **Doctor of Educational Psychology (Ph.D.)**

Temple University, Philadelphia, PA

- Major Cognate Exam Areas: Computation & Statistics, Cognition, Program Evaluation (passed major areas with distinction)
- Independent Research: Neural Networks and Neural Computation, 2005

### **Master of Science in Sustainable Design**

Thomas Jefferson University/Philadelphia University-School of Architecture and the Built Environment, Philadelphia, PA

### **NCI Charrette and Design Thinking Executive Education Certification**

Harvard University Graduate School of Design, Philadelphia, PA

### **Design-Based Thinking Executive Education Specialization**

University of Virginia-Darden School of Business, Charlottesville, VA

### **Master of Divinity in Theological Studies**

Princeton Theological Seminary, Princeton, NJ

### **Graduate Coursework: Federalism**

Princeton University-Woodrow Wilson School of Public Policy, Princeton, NJ

### **Bachelor of Arts in Philosophy**

Indiana University of Pennsylvania, Philadelphia, PA

### **Associate of Science, General Studies**

Mount Aloysius College, Cresson, PA

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## AWARDS

National Service Award, The Bonner Foundation, Princeton, NJ (2006)  
Passed Major Area Exams with "Distinction", Temple University, Philadelphia, PA (2004)  
Summa Cum Laude, Indiana University of Pennsylvania, PA (1995)  
Phi Kappa Phi, Indiana University of Pennsylvania, PA (1994)  
Pi Gamma Mu, Indiana University of Pennsylvania, PA (1992)

## PROFESSIONAL EXPERIENCE

Enrollment by Design, LLC, Princeton, NJ  
**PRINCIPAL/PRESIDENT** (2017 to Present)

Pursue responsible integrated planning and design work in services to clients enrollment, institutional effectiveness, decision support, academic planning, and innovation initiatives.

- Pursue a range of enrollment and admissions analytic work: financial aid leveraging strategies, revenue (tuition, auxiliary, enterprise), search-fulfillment ROI assessment and planning, emerging market segmentation, and price and econometric studies.
- Direct and manage a team of professionals to provide onsite support including multiple client relations initiatives, audits, organizational staffing reviews, and business process re-engineering efforts related to enrollment communication, decision-support (reporting, data, analytics, CRM), web and social media, enrollment systems/operations, and marketing.
- Develop budget/revenue models for auxiliary services, strategic staffing, instructional need (full-time, supplemental faculty projections), cost of education modeling (direct and indirect), business process and Enterprise-system analysis and re-engineering facilitation support.
- Facilitate design-thinking, innovation, ideation and prototyping activities related to strategic planning and visioning activities for Executive Cabinets and enrollment/ marketing teams.
- Undertaken curriculum, student success and program improvement assessment and applied research work.
- Facilitate strategy development related to new initiatives, innovation, strategic space planning and capital investments, residential life planning, academic success and retention efforts, and sustainability and resiliency planning.
- Special focus in providing targeted and unique support to graduate studies and professional program divisions with several graduate school and law school clients.
- Serve as ex officio remote planning executive and coach for multiple clients.

Current/recent active clients include: Rutgers University (multiple schools and campuses), University of Cincinnati, School of Visual Arts (NYC), the Corella and Bertram F. Bonner Foundation (network of 50+ schools), Capital University, Stetson University, Ohio Northern University, University of Evansville, DePauw University, University of Tulsa, St. Catherine University, Augsburg University, Moravian College, Wayne State University, Seton Hill University, Point Park University, Trinity University, St. Mary's University (TX)

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Association for Resilient Campus Design & Innovation, Princeton, NJ

**EXECUTIVE DIRECTOR** (2020 to Present)

Recently formed non-profit that has appointed a Board of Trustees and is moving through a branding and launch process. The organization will formally launch for membership enrollment and services in 2021. The organization's purpose is providing education, technical assistance, and other professional supports to the higher education community to foster meaningful discussion about public interest design, adaptive resilience, and innovation efforts, and to highlight the central role of design in place-based civic engagement, sustainability, social justice, and community and economic development.

The New School, Academic Affairs Division, New York City, NY

**ASSOCIATE PROVOST FOR ACADEMIC BUDGETS/PLANNING AND ASSISTANT VICE PRESIDENT FOR INTEGRATED ENROLLMENT ANALYTICS AND PLANNING** (2014 to 2016, *Part-Time* 2016 to 2018)

Led the planning, analytic, and decision efforts in support of executive leadership regarding multi-million dollar academic planning and campus-wide budgeting activities.

- Conceptualized and spearheaded strategic planning framework for academic budgeting and planning, institutional effectiveness, technology integration, space planning, enrollment, integrated budgeting, curriculum assessment, retention, and continuous improvement initiatives.
- Consulted within the organization in areas relating to data quality, integration, assurance, stewardship, security related to Banner/ERP, Recruitment CRM systems, Workday Implementation and other business process review and policy initiatives.
- Key contributor on academic, enrollment, and financial strategies inclusive of the development of analytic models (forecasting, prediction, segmentation, and data mining/computational analyses), and policy and process development.
- Provided managerial oversight and governance leadership to strategic planning and budgeting committee, enrollment and financial aid functions, and ERP system conversion.

N2N Services Inc., Atlanta, GA

**VICE PRESIDENT OF CLIENT AND STUDENT SUCCESS** (2016)

Provided instrumental support to executive leadership developing strategy, initiatives and operational activities. Supervised and oversaw a team of over 20 professionals including employees, consultants and subject-matter experts. Managed efforts focused on client success, professional services, consulting, implementation of technology teams and helpdesk functions. Facilitated all KPI development and functions for the organization.

- Created a new, innovative client success function.
- Oversaw and implemented agile practices, scrum and other project management oversight activities.

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Stetson University, Academic Affairs Division, Deland, FL

## **ASSOCIATE VICE PRESIDENT FOR ANALYTICS AND DECISION SUPPORT (2011 to 2014)**

Led the development of a capacity for enrollment strategy and academic planning inclusive of space planning, assessment, retention and evaluation initiatives, administrative systems, and technology integration.

- Managed research and forecasting on data for enrollment, fundraising, and marketing to improve return on investment for the institution.
- Directed and oversaw Information Technology Datawarehouse and Reporting Group and facilitated training on multiple campuses.
- Managed data and business intelligence reporting suite and any other related structures.
- Served as project manager for various systems implementations including: Basecamp, Sharepoint and MS Project, and CRM applications including Hobsons, Recruitment Plus.

Arroyo Research Services, Asheville, NC

## **SENIOR CONSULTANT (2009 to 2011)**

Shared expertise on research, design, and analysis in both pre and post award statuses for projects including strategy, curriculum and assessment design, evaluation design, grant writing, needs assessment, and competitive analysis.

- CO-PI and evaluator on multiple NSF STEM-related collaborative grants (School-districts, university collaboratives).
- Led analyst/ evaluator on return on investment, enrollment management and qualitative and market research initiatives.
- Primary client relations manager with various firm clients.

College of Charleston, Academic Affairs Division, Charleston, SC

## **ASSOCIATE VICE PRESIDENT AND DIRECTOR OF INSTITUTIONAL EFFECTIVENESS (2008 to 2009)**

Managed all facets of institutional effectiveness, institutional research, and enrollment management analytics in service to strategy development for the Academic Affairs Division and President.

- Responsible for forecasting, prospect and applicant research and segmentation analyses, retention and attrition analyses and intervention support, enrollment and revenue projection modeling, and return on investment analyses (ROI).
- Directed all communications and responses to accreditation evaluations from the South Carolina Commission on Higher Education, the Southern Association of Colleges and Schools (SACS) and other accrediting bodies.
- Oversaw institutional research office and technical staff.

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University of North Carolina, Western Carolina University, Chancellor's Division, Cullowhee, NC  
**ASSOCIATE VICE CHANCELLOR, INSTITUTIONAL EFFECTIVENESS AND PLANNING (2006 to 2008)**

- Primary intergovernmental liaison under the Chancellor for all University of North Carolina General Administration system efforts routinely traveling to Chapel Hill and serving on multiple state level committees under system President.
- Managed strategic space management and space utilization functions.
- Directed all institutional effectiveness, integrated university planning, and institutional institutional research and data stewardship efforts
- Undertook forecasting, prospect and applicant research and segmentation analyses, retention/attrition analyses and intervention support, academic planning, enrollment and revenue projection modeling and strategy development.
- Facilitated new schedule software implementations to improve business processes and policy developments and ensured compliance and maintained standards in all data quality, stewardship, Sunguard Banner, and R25/X25 Schedule Software Implementation and Management.
- Oversaw institutional planning and effectiveness staff.

The College of New Jersey, Office of the Provost, Ewing, NJ  
**DIRECTOR OF INSTITUTIONAL RESEARCH AND ASSESSMENT (2002 to 2005)**

Directed and provided oversight of all institutional research and assessment operations including enterprise-wide data stewardship and discrepancy processes and regulatory reporting.

- Provided all institutional effectiveness, institutional research, and learning assessment support across the university including instructional cost modeling and budgeting, enrollment and revenue projection modeling, key enrollment analytics, and spearheaded multiple applied research efforts in support of strategy and planning.
- Designed and implemented multiple assessment and evaluation initiatives to bolster curriculum development, institutional effectiveness, policy development, the Middle States Commission on Higher Education accreditation processes, and other department and programs' specialized accreditation needs including Business, Chemistry, Computer Science, Engineering, and Nursing.
- Founded the Institute for Educational Design, Evaluation and Assessment (IeDEA) and secured funding from the New Jersey Department of Education (\$660k+) called the IeDEA Institute in funding to assess various education programs and initiatives state-wide.
- Led the enterprise student system conversion Oracle/PeopleSoft team.
- Provided key support to developing enrollment planning structure inclusive of scholarship structure and various other integrated enrollment and budget planning efforts.
- Oversaw institutional research, learning assessment, and Institute staff.

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Burlington County Community College, President's Office, Mount Laurel, Pemberton, NJ  
**POLICY AND PLANNING SPECIALIST (2000 to 2002)**

Developed initiatives focused on supporting academic affairs in the areas of program review, student learning assessment, grants and fundraising, and accreditation.

- Interim director of customized training where corporate relationships and contract development were spearheaded with organizations in the pharmaceutical, manufacturing, and services industries.
- Acted on behalf of the President to liaise with community leaders, local businesses, and government agencies to bolster public relations, grant, workforce development and customized training initiatives.
- Served as an interim director of grants and sponsored research supporting all pre-/post-award activities and securing multiple NSF grants.
- Provided significant support on multiple executive level committees serving as a proxy for Chief of Staff and in various executive planning roles in support of the president and Academic Vice President.

The Corella and Bertram F. Bonner Foundation, Princeton, NJ  
**DIRECTOR OF RESEARCH AND PLANNING (1996 to 2000)**

Consulted with faculty, administration, and students at over 50 different colleges and universities across the United States.

- Primary and/or Co-PI on many replication and consortium initiatives funded by FIPSE, The Corporation for National Service, and the New Jersey Department of Education related to campus community engagement initiatives.
- Insights and research officer for the foundation that influenced multiple funding, research, training, assessment, and evaluation initiatives.
- Liaised between the President and Vice President with college presidents, higher-level administrators, and national non-profits in support of strategic initiative development.
- Developed web-based student learning and institutional portfolio tracking systems.
- Co-developed/authored and launched significant national curricular efforts related to developmental education, cooperative and service learning, and leadership for youth through adult learners.

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## TEACHING EXPERIENCE

Stetson University, School of Business, Deland, FL  
**CO-INSTRUCTOR, BUSINESS INTELLIGENCE AND DATA MINING (2012)**

Western Carolina University, Department of Graduate Psychology, Cullowhee, NC  
**INSTRUCTOR, PSYCHOLOGICAL TESTING (2007)**

Camden County College, Camden, NJ  
**INSTRUCTOR, BASIC PSYCHOLOGY (2004)**

The College of New Jersey, Ewing, NJ  
**INSTRUCTOR, SCIENCE ETHICS AND PUBLIC POLICY (2002)**

Mercer County College, Trenton, NJ  
**INSTRUCTOR, INTRODUCTION TO PSYCHOLOGY (2001)**

## APPOINTMENTS/PUBLIC SERVICE

The Corella and Bertram F. Bonner Foundation, Princeton, New Jersey  
**FOUNDATION FUNDED - SENIOR RESEARCH FELLOW (2017 to present)**

University of South Alabama Department of Higher Education, Mobile, AL  
**GRADUATE STUDIES FACULTY MEMBER (2017 to Present)**

Wildlife Solutions, University of Colorado, Boulder, CO  
**VOLUNTEER (2017)**

Led research, data collection, and analysis to advocate anti-poaching efforts in Africa.

Collateral Damage Project, Lynchburg, VA  
**VOLUNTEER (2016)**

Led strategy development and fundraising initiatives. Provided assistance in grant writing support to promote interventions directed toward Veterans with PTSD and other psychological conditions.

Western Carolina Department of Psychology, Cullowhee, NC  
**GRADUATE STUDIES AFFILIATE FACULTY MEMBER (2006 to Present)**

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Mentoring/Recruitment Research Project, NJ

**PRINCIPAL EVALUATOR (2002)**

Served as community-based Principal Evaluator for a grant funded project. Awarded \$150k by the Department of Education to research mentoring and recruitment programs operated by district consortia and colleges and universities across the State of New Jersey.

Corporation for National Service, Washington DC

**VOLUNTEER (1998 to 2000)**

Led the Leadership Development program. Ensured funding security and evaluated the program. Provided oversight of and coordinated over 30 colleges and over 300 participants.

Yorkshire Neighborhood Association, Burlington City, NJ

**VICE PRESIDENT (2000 to 2002)**

Burlington County Workforce Development Board, NJ

**CONSULTANT (PLANNING / EVALUATION) (2001)**

City of Burlington Redevelopment Authority, NJ

**PLANNING CONSULTANT (2000)**

National Evaluation Team, Corporation for Natl. Service, Washington, DC

**MEMBER (1998)**

Supported national efforts to create evaluation and assessment guidance and materials for Learn and Serve and AmeriCorps funded programs.

National Council of Churches, Economic Justice Subcommittee, Washington DC

**ADVISOR (1998)**

Supported the creation of the Micah 6 Project to help alleviate hunger and promote peace and social justice initiatives on an international scale

Capital Area Food Policy Council, Trenton, New Jersey

**TASK FORCE MEMBER (1996)**

Assisted the Mayor on a special initiative project providing impact analyses of reform legislation in Mercer County.

United States Army Reserve

**TASK FORCE MEMBER (1996)**

Honorable discharge (1989 to 1995) - United States Army Reserve, Combat Engineer

Combat Lifesaver (Certified) and Legal Specialist (1992 to 1993)

Persian Gulf Service Ribbon (1991)



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## PROFESSIONAL ASSOCIATIONS (CURRENT/RECENT PAST)

American Association of Collegiate Registrars and Admissions Officers (AACRAO)

American Institute for Architects (AIA)

Association for the Advancement of Sustainability in Higher Education (AASHE)

American Psychological Association (APA)

Association for Institutional Research (AIR)

American Educational Research Association (AERA)

EDUCAUSE – Information Technology

Green Building United

National Association for College Admissions Counseling (NACAC)

National Charrette Institute

National College and University Business Officers (NACUBO)

Northeast Sustainable Energy Association

Society for College and University Planning (SCUP)

## COMMITTEES AND OTHER AFFILIATIONS

- The New School - administrative

President's Leadership Committee (2014-present)

Provost's Academic Leaders Committee (2014-present)

VP SEM Senior Enrollment Management Cmte. (2014-present)

Senior Enrollment Projections Committee, chair (2011-present)

Provost's Administrative Associate Deans (2014-present)

COO Operations Group (2012-present)

COO Space Management Group (2012-present)

CFO financial "G5" Group (2014-present)

COO Campus-wide Strategic Budget Committee (2014-present)

Workday Systems Implementation – Finance and HR IT Enterprise Systems conversion (Governance Chair, 2014)

- Stetson University - administrative

President's Administrative Committee (2011-present)

Provost's Academic Leaders Committee (2011-present)

CFO Senior Enrollment Management Cmte. (2011-present)

Senior Enrollment Projections Committee, chair (2011-present)

Provost's Faculty Compensation Committee member and consultant to committee prior to employment (2009-present)

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## COMMITTEES AND OTHER AFFILIATIONS - CONTINUED

- Stetson University – administrative (continued)
  - Strategic Enrollment Management Steering Committee (2012-present)
  - Enrollment VP's Data Integrity & Applications Team (DIAT) (2012-present)
  - Business Intelligence and Reporting Group Committee, Chair (2012-present)
  - Director of Enterprise Applications - Search Committee (April 2013)
  - Assist./Assoc. Professor of Decision Sciences & Analytics - Search Cmte. (Jan. 2013)
  - Assist./Assoc. Professor of Marketing and Analytics - Search Cmte. (Jan. 2013)
  - General Education Assessment Committee (2011-present)
  - SACS Compliance Committee (2011-2012)
  
- College of Charleston - administrative
  - President's Strategic Planning Committee (2008-2009)
  - Chief Financial Officer's Senior Enrollment Management Committee (2008-2009)
  - Provost's Strategic Planning Budgeting/Resource Council, (2009)
  - Provost's Space Planning Committee (2008-2009)
  - Information Privacy and Data Security Committee, chair (2008-2009)
  - Teacher Evaluation Instrument Pilot Committee (2008-2009)
  - University Online Teacher Evaluation Implementation Cmte.. (2009)
  - Higher Education Authorization Opportunity Act Committee , chair (2008-2009)
  - Banner Student System Implementation Committee (2008-2009)
  - SACS Quality Enhancement Plan (QEP) Assessment Committee (2008-2009)
  - Data Standards Committee (2008-2009)
  - Sponsored Research Director Search Committee, chair (2009)
  - Director of Assessment Search Committee (2008)
  
- University of North Carolina (General Administration)
  - President's Retention Taskforce, IR representative (2007-2008)
  - Retention Taskforce Policy subcommittee (2007-2008)
  - Survey/Assessment Taskforce, IR representative (2007)
  - Taskforce on Rationalization of Teacher Education Programs (2007-2008)
  - Task for on Teacher Recruitment, campus member (2007-2008)

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- Western Carolina University – Southern Association of Colleges & Schools (SACS) Accreditation
  - SACS Quality Enhancement Plan (QEP) Steering Committee (2007-2008)
  - SACS Quality Enhancement Plan (QEP) Assessment Cmte., co-chair (2007-2008)
  - SACS Quality Enhancement Plan (QEP) Technology Committee (2007-2008)
  - SACS Quality Enhancement Plan (QEP) Leadership Committee (2006-2007)
  - SACS Compliance Committee (2006-2008)
- SACS Quality Enhancement Plan (QEP) Planning Committee (2006-2007) COMMITTEES – continued
  
- University of North Carolina (General Administration/ Western Carolina University) - administrative
  - Chancellor’s UNC Tomorrow Task Force (2007)
  - Chancellor’s Senior Enrollment Management Committee (2006-2008)
  - Chancellor’s Branding/Marketing Leadership Committee (2007)
  - Provost’s Strategic Planning Resource Council, (2006-2008)
  - Space Planning Committee, chair (2006-2008)
  - Enrollment Projections Committee, chair (2006-2008)
  - Provost’s Associate Vice Chancellors group (2006-2008)
  - Teacher Evaluation Instrument Pilot Committee, (2006-2008)
  - University Social Sciences Research Group, co-chair/founder (2007-2008)
    - Western Carolina University – administrative (continued)
  - University Online Teacher Evaluation Implementation Cmte.. (2006-2008)
  - Administrative Systems Advisory Committee (2006-2008)
  - Data Security & Stewardship Committee (2006-2008)
  - Data Standards Committee (2006-2008)
  - Associate Dean for the Graduate Studies & Research Search Committee (2007)
  - Asst. Vice Chancellor for Data Integration & Applications Search Committee (2007)
  - Director of Admissions Search Committee (2006)
    - College of New Jersey (2002-2005)
      - Academic Leaders, College of New Jersey (2004-2005)
      - Teacher Evaluation Instrument Development Cmte.. (2005)
      - Oracle/PeopleSoft Implementation Committee (2004-2005)
      - Oracle/PeopleSoft Campus Community Committee, chair (2004-2005)
      - NCATE Accreditation Cmte. (2004-2005)
      - Information Technology’s Priorities Committee (2005-2005)
      - Enrollment Management Committee (2005-2005)
      - Middle States Student Learning Cmte.. (2005)

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## COMMITTEES AND OTHER AFFILIATIONS - CONTINUED

- Burlington County College (2000-2002)  
President's Executive Council (2000-2002)  
Middle States Accreditation Leadership Cmte.. (2000-2002)  
Strategic Planning Committee (2000-2002)  
Enrollment Management & Branding Committee (2000-2002)

## IN THE WORKS

**Barclay, R.D.** (2021). Confluence Zones: Responsible Place-based Integrative Sustainable Campus Design.

## UPCOMING PUBLICATIONS

**Barclay, R.D.** and Westman, C. and Schweitzer, J. (in press/editing, 2021). Strategic Enrollment Management & Planning (title not yet determined). AACROA.

## RECENT PUBLICATIONS

**Barclay, R.D.** and Barclay, T. H. and Mims, A, Sargent, Z., and Robertson, K. (2018). Academic retention: Predictors of college success. *Education*.

**Barclay, R.D.** and Barclay, T. H. (2017). Development and Validation of the High Capacity Model of Resilience and Well-being Scale 21 (H-CAP 21). *Journal of Psychology and Behavior Science*, 5(1), 1-16.

**Barclay, R. D.** and Barclay, T.H. (2016). "The High Capacity Model of Well-being and Resilience." In Barclay, T. H. (2016). *Theories of counseling and psychotherapy: A multilateral approach to putting theory into practice*. Brooks/Cole: Cengage Learning.

**Barclay, R., and Barclay, T. (2014)**. "The Efficacy of Cranial-electrotherapy Stimulation (CES) Using Alpha-Stim Technology in The Treatment of Anxiety Disorders," National Institutes of Health (NIH) for the Food and Drug Administration (FDA), *Journal of affective disorders*, in press (<http://www.sciencedirect.com/science/article/pii/S0165032714002134>).

Weshke, B., **Barclay, R.** and Vandersall, V. (2011). "Online Teacher Education: Exploring the Impact of a Reading and Literacy Program on Student Learning," *Journal of Asynchronous Learning Networks (a Publication of the Sloan Foundation)*, 15(2) 22-43.

Smith, K.H., and **Barclay, R.D.** (2010). Documenting Student Learning: Valuing the Process. In R. Swing and G. Kramer (Eds.), *Higher Education Assessments: Leadership Matters* (pp. 95-118). Maryland: Rowan and Littlefield, Inc.

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## PRESENTATIONS

- Barclay, R.D.** and Westman, C. (2019). Financial Aid Leveraging Pre-Conference Workshop. AACRAO National Strategic Enrollment Management Conference, Nov. 2019.
- Barclay, R.D.** 2016. Enrollment x Design = Providence 4 Fiscal Stability: A Presentation for Enrollment Managers of Seminaries and Religious Institutions. Center for Faith and Service's Engage Summit: October 17-19 Princeton New Jersey, October 17-19.
- Barclay, R.D.** and Barclay, T. 2013 (Accepted, Division 12: Clinical Psychology, Concurrent Session/Scholarly Research Track). A Phase IV Clinical Trial of Cranial Electrotherapy Stimulation for Anxiety Disorders was accepted at The American Psychological Association. This study was a Phase IV Independent Clinical Trial registered at Clinicaltrials.gov, NCT01533415, examining the effectiveness of the Alpha-Stim Cranial Electrotherapy Stimulation Device in the treatment of anxiety for the purposes of FDA reclassification, August 2013.
- Barclay, R.D.** Schultheis, A., Work, K. 2013. Student learning outcomes and long-term retention of introductory concepts throughout a Biology curriculum. Society for the Advancement of Biology Education Research (SABER), Twin Cities, MN, July 11-14.
- Barclay, R.D.** and Kodithala, K. 2013. To Build or Not Build? Getting a Data Warehouse Off of the Ground. Annual Forum of the Association for Institutional Research, San Jose CA, May 24-28.
- Barclay, R.D.** and Blum, T. 2012. Panic in Year Zero: How to create assessment capacity post-accreditation. Annual Forum of the Association for Institutional Research, San Jose CA, May 24-28.
- Barclay, R.D.** 2012. KPIs, Strategic Planning, and Proxies for Success: Utilizing WEAVE to Meet Board of Trustees Expectations. Webinar for WEAVE Planning and Institutional Effectiveness Forum-Virginia Commonwealth University, November 20, 2012.
- Barclay, R.D.** 2012. Data for Decision Making - 3 Key Ingredients. Annual Forum of the Florida Council for Independent Schools, Orlando, FL November 8, 2012.
- Barclay, R.D.** 2012. Using a Means and Covariance Structures (MACS) Analysis to Understand Multigroup Invariance of Factor Structures: A Recent Application of Structural Equation Modeling for Institutional Researchers. Annual Forum of the Association for Institutional Research, Atlanta Georgia, May 24-28.
- Barclay, R. D.** and A. Socha. 2007. Developing an Integrated and Goal-driven Campus Enrollment and Revenue Projection Model. Entire focus of the North Carolina Association for Institutional Research's Summer Drive-in Professional Development Institute, July 14.
- Barclay, R. D.** 2007. What, If? An Integrated and Goal-driven Campus Enrollment and Revenue Projection Model, North Carolina AIR, March 5-7.
- Barclay, R. D.** 2005. Developing Informed Decision Making. Invited talk as State-sector representative on a 3-member panel presentation at the Annual conference of the New Jersey Association for Institutional Research, April.
- Barclay, R. D.** and A. Socha. 2005. Cut Score Analysis and Validity for Writing Prompts. Northeast Association for Institutional Research, Saratoga Springs, New York, November 15-18.

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## PRESENTATIONS- CONTINUED

- Barclay, R. D.** and C. Blaha. 2004. Using the Campus Portal to Facilitate Accreditation. Annual Forum of the Association for Institutional Research, San Diego, California, May 29-June 1.
- Barclay, R.D.** 2004. The Development and Validation of the New Jersey Behavioral Course Outcomes Instrument. Annual Forum of the Association for Institutional Research, Boston, Massachusetts, May 30-June 1.
- Barclay, R.D.** 2003. Assessment of the Predictive Validity of The Verbal and Analytic Components of the Graduate Record Examination and Select Demographic Variables with Graduate Education Success at a State-Sector Institution (1996-1998 Cohorts). Annual Forum of the Association for Institutional Research, Tampa, Florida, May 28-June 1.

## RECENT TECHNICAL REPORTS

- Barclay, R.D.** and K. Vandersall. 2011. Texas Education Agency. Texas Dropout Recovery Pilot Program: January 2011 Evaluation Report.
- Barclay, R.D.** and K. Vandersall. 2010. California Polytechnic State University, San Luis Obispo. External evaluation, NSF CCLI External Evaluation, "*Collaborative Research: Innovative Learning Styles and Universal Access for Geotechnical Engineering Education*".
- Barclay, R.D.** and K. Vandersall. 2010. The Richard W. Riley College of Education and Leadership at Walden University, Outcomes Research Support for the M.S. in Education with a Specialization in Elementary Reading and Literacy.
- Barclay, R.D.** and K. Vandersall. 2010. CSU Fullerton. External evaluation, TASEL-M2 NSF Math Science Partnership (MSP) Grant.
- Barclay, R.D.** and K. Vandersall. 2010. Fairfax County Public Schools. External evaluation of Operation Patriotic STEM, a Department of Defense Education Agency discretionary grant program: Promoting Student Achievement at Schools Impacted by Military Realignment.
- Barclay, R.D.** and K. Vandersall. 2010. Interactive Education Systems Design (IESD). Third party analysis of BrainPop results.
- Barclay, R.D.** and K. Vandersall. 2010. Charlotte County Public Schools. School Review Team Support, Peace River Elementary School.

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## GRANTS

Bridging Theory to Practice, "Third Spaces", Co-Principal Investigator with The College of New Jersey and the Bonner Foundation, 2019 (\$7,000 + \$20,000 matching from Bonner Foundation).

Evaluator for Dr. Tandy Grubbs, (Faculty, Chemistry), National Science Foundation S-STEM initiative, "Collaborative Service Learning: Increasing Community Connections and Student Retention in STEM Fields" (submitted grant proposal-\$1.5 million over 3 years).

Co-writer with Fairfax County School District personnel, Department of Defense, "Operation Patriotic-STEM (\$1.5 million over three years).

Co-Principal investigator with Dr. Frank Lockwood (faculty, Entrepreneurship) and Dr. William Richmond (faculty, Business information systems) for an innovation subgrant awarded by the National Community-Based Research Initiative, Princeton University, Learn and Serve America, and the Bonner Foundation to promote the ongoing work of WCU in its efforts to support the city of Canton, North Carolina understand how best to continue proceeding in their disaster recovery planning after Hurricane Floyd (\$2,500, 1 year).

Principal investigator for a contract with the Department of Education to research the current status of alternate route formal instruction programs operated by district consortia and colleges or universities and their impact on the performance of provisional alternate route teachers employed in school districts across the State of New Jersey (\$510,000, 2 years).

Co-writer with Dr. Raghu Bollini (Dual appointment as the Dean of Science at New Jersey Institute of Technology and Burlington County College) and Kathleen Morgan (Grant's specialist, Burlington County College), The National Science Foundation Scholars Program, Burlington County College, 2000-2001 (\$300,000, 3 years).

Co-Principal Investigator with Julie Sexton for the Burlington County College Geospatial Program, National Science Foundation's Adaptation/Implementation Program, 2000-2001 (\$80,000, 2 years.).

Co-Principal Investigator with Wayne Meisel, President of the Bonner Foundation, Corporation for National Service, National AmeriCorps Bonner Leaders Program, 1998 (\$300,000, 3 years).

Co-writer with Robert Hackett, Vice President of the Bonner Foundation, Corporation for National Service, Learn and Serve Community-based Research Network, 1998 (\$200,000 over three years).

## PROFESSIONAL ENRICHMENT/TRAINING

American Institute for Architects (AIA), Resiliency and Adaptation Series, January 2021

Society for College and University Planning, Planning Institute II, Seattle WA, July, 2019.

LEED Green Associate Certification, U.S. Green Build Council, 2018.

Society for College and University Planning, Planning Institute I, Princeton, NJ, March 2017.

Accreditation Forum, Southern Association of Colleges and Universities (SACS), Atlanta, GA, December 2013

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## PROFESSIONAL ENRICHMENT -CONTINUED

Managerial Analysis & Decision Support, NACUBO, Salt Lake City, UT, November 2013  
SAS Global Business Leadership Series, Orlando, FL, October 2013  
SAS Analytics Conference, Orlando, FL, October 2013  
Accreditation Forum, Southern Association of Colleges and Universities (SACS), Dallas, TX, December 2012  
Forecast Value Added – SAS Analytics Conference, Las Vegas, October, 2012  
Net Lift Models: Optimizing the Impact of your Marketing Efforts – SAS Analytics Conference, Las Vegas, October, 2012  
Information Technology Management Institute, EDUCAUSE, Boston MA, July 2012  
SAS Global Forum – Executive Track, Orlando, FL March 2012  
Advanced Data Mining in SPSS, Association for Institutional Research, May 2012  
Advanced Macros for Microsoft Excel and Access, Association for Institutional Research, May 2012  
Accreditation Forum, Southern Association of Colleges and Universities (SACS), Orlando, FL, December 2011  
Enterprise Mining Training and Certification – 2009  
Society for Competitive Intelligence, Comprehensive Introduction (CI101/102), Atlanta, GA, Nov., 2007.  
SANS Security Leadership Essentials Global Information Assurance, August, 2007.  
Integrated Planning & Budgeting, NACUBO, May 2007.  
Banner/SCT Operational Data Store training, January 2007.  
Oracle SQL & SQL plus, Maverick Solutions, May 2006.  
SAS Library (30+ modules), 2006-2007.  
Using Arrays in SAS, Association for Institutional Research, May 2006.  
Toad for Oracle, 8.6 training, July 2006.  
Crystal, Release 8.4, Introductory & Advanced Query, September, 2005.  
Oracle/PeopleSoft, Release 8.9, Recruiting and Admissions/3C's,  
Academic & Student Records, Introduction to Student Administration, 2005.  
Hierarchical Linear Modeling, Association for Institutional Research, May 2003.  
AMOS, Structural Equation Modeling, Fall 2003  
Neural Networks & Data Mining, Association for Institutional Research, May 2003.  
Oracle Relational Database Design and Modeling, May 2002.  
Datatel, Release 16, Student System Reporting, Academic Records/Registration & Degree Audit, August, 2000.