

**Barbara E. Bender**  
**Graduate School-New Brunswick**  
**25 Bishop Place**  
**848-932-7747**  
**bbender@rci.rutgers.edu**

## EDUCATION

Teachers College, Columbia University	Ed.D.	Higher/Adult Education Administration Student Affairs
SUNY at Albany	M.S.	Counseling and Student Personnel
SUNY College at Cortland	B.S.E.	Physical Education

## PUBLICATIONS

Bender, B., Miller, T. "Student Affairs Administrators and Faculty: Creating Connections," in *Student Affairs Leader*, Vol. 37, No. 4, February 15, 2009.

Bender, B., "Understanding the Role and Work of Faculty," in *The Mid-Level Manager in Student Affairs*. Ackerman, R., ed. Washington, D.C. NASPA, 2007.

Bender, B., Miller, T., "Students' Expectations and Institutional Realities: Creating Connections to Enhance Student Success," in *Leadership Exchange*, Volume Three, Issue One, Spring 2005.

Miller, T., Bender, B., Schuh, J., eds. *Promoting Reasonable Expectations: Aligning Student and Institutional Views of the College Experience*. San Francisco: Jossey-Bass, 2005.

Miller, T. Bender B. "Perspectives from the Field," in *Promoting Reasonable Expectations: Aligning Student and Institutional Views of the College Experience*. San Francisco: Jossey-Bass, 2005.

Ardiaolo, F., Bender, B., Roberts, G. "Expectations for Quality Student Services," in *Promoting Reasonable Expectations: Aligning Student and Institutional Views of the College Experience*. San Francisco: Jossey-Bass, 2005.

Bender, B., Lowery, J., Schuh, J. "The Expectations of Multiple Publics," in *Promoting Reasonable Expectations: Aligning Student and Institutional Views of the College Experience*. San Francisco: Jossey-Bass, 2005.

Bender, B. "Enhancing the Quality of Graduate Student Instruction: The Teaching Assistant Project," in Ruben, B. ed., *Pursuing Excellence in Higher Education, Eight Fundamental Challenges*. San Francisco: John Wiley & Sons, 2004.

Bender, B. and Schuh, J. eds. *Using Benchmarking to Inform Practice in Higher Education*. New Directions for Higher Education, Volume 118. San Francisco: Jossey-Bass, Summer 2002.

Bender, B. "Benchmarking as an Administrative Tool for Institutional Leaders," in Bender, B. and Schuh, J. eds., *Using Benchmarking to Inform Practice in Higher Education*. New Directions for Higher Education, Volume 118. San Francisco: Jossey-Bass, Summer, 2002.

Bender, B. book review, *The Responsible Administrator: An Approach to Ethics for the Administrative Role*, Cooper, Terry L. San Francisco: Jossey Bass, 1998.

Bender, B., Schulze L. "Finding a Common Language: Bridging the Expectations Gap in Developing a Teaching Assistant Training Program that Crosses Disciplinary Cultural Boundaries," in *The TA Experience: Preparing for Multiple Roles*, Lewis, K.G. (ed.). Oklahoma: New Forums Press, 1993.

Bender, B. "Job Satisfaction in Student Affairs," *NASPA Journal*, Autumn, 1980.

### **SELECTED PRESENTATIONS and RESEARCH**

"Strengthening the Academy through Multi-Disciplinary Leadership Development for Future Faculty," Poster Presentation with Monica Devanas, National Academy for the Integration of Research on Teaching and Learning, Trinity College, Dublin, June 2012.

"Building International Bridges through the Scholarship of Teaching and Learning: Perspectives on the Carnegie Experience from Central European University, University College Cork, and Rutgers University" with Aine Hyland and Joanna Renc-Roe. International Society for the Scholarship of Teaching and Learning Annual Conference, Bloomington, Indiana, October 2009.

"Building an Assessment Culture to Enhance Teaching and Learning in a Research University," with Monica Devanas. International Society for the Scholarship of Teaching and Learning Annual Conference, Edmonton, Alberta, October 2008.

"Building a Culture of Scholarship and Teaching with the Carnegie Academy for the Scholarship of Teaching and Learning," with Monica Devanas. International Symposium sponsored by the National Academy for the Integration of Research and Teaching and Learning, University College Cork, Ireland, November, 2007.

"Students' Expectations and Institutional Realities: Creating Connections to Enhance Student Success," Featured Presentation, Lehigh Valley Independent Association of Colleges, Easton, Pennsylvania, November, 2005.

"Students' Expectations and Institutional Realities: Creating Connections to Enhance Student Success," Featured Presentation, NASPA Region II Conference, Buffalo, NY, June 2005.

"Effective Practices within Universities for Developing Leaders," invited presentation, National Consortium for Continuous Improvement in Higher Education, Washington D.C., October 2004.

"Establishing Benchmarks for Effective Educational Practice," invited panelist and moderator at the annual meeting of the Middle States Commission on Higher Education, Washington D.C., December 2002.

"Developing a 'Future Faculty' Program that Promotes Career Flexibility," National Conference on the Education and Employment of Graduate Teaching Assistants, with Linda Schulze, Denver, Colorado, November 1995.

“Featured Presentation on Research in Student Affairs,” NASPA National Conference, San Diego, California, 1995.

"Today's TAs, Tomorrow's Faculty: A Program Preparing TAs for the Professoriate," National Conference on the Training and Employment of T.A.s, with Linda Schulze, Chicago, Illinois, November 1993.

"Meeting the Student Affairs Needs of Graduate Students," Presentation at NASPA National Conference, Cincinnati, Ohio, March 1992.

"Pursuing the Ph.D.: Why, When and Where," Presentation at NASPA Region II Conference, Trenton State College, November 1992.

"Foreign TAs and Undergraduates: Strengthening the Connection." Presentation, with Linda Schulze, at the Third National Conference on the Training and Employment of Teaching Assistants, Austin, November 1991.

"Pursuing the Ph.D.: Why, When and Where," Presentation at NASPA Region II Conference, Trenton State College, February 1992.

Bender, B., "Student Demonstrations and Disruptions: The Contemporary Status of Student Protest," sponsored by the NASPA Division of Research and Program Development, 1990.

"Finding a Common Language: Bridging the Expectations Gap in Developing a TA Training Program that Crosses Disciplinary Cultural Boundaries." Presentation, with Linda Schulze, at the Second National Conference on the Training and Employment of Teaching Assistants, Seattle, November 1989.

"The Status of Race Relations Training Performed by Student Affairs Organizations," sponsored by the NASPA Division of Research and Program Development, 1982.

"Student Demonstrations and Disruptions: The Contemporary Status of Student Protest with Guidelines for Negotiations Models," sponsored by the NASPA Division of Research and Program Development, 1981.

"Developing Administrative Networks," Presenter, American College Personnel Association National Meeting, 1980.

"Increasing the Potential of Student Affairs Organizations," Presenter, National Association of Women Deans, Administrators, and Counselors National Conference, 1979.

"The Purpose and Functions of Contemporary Student Government: a Descriptive Analysis," Dissertation, Teacher's College, Columbia University, 1976.

## **Teaching**

2011-current, Leadership in Higher Education II, 16:187:502. A Pre Doctoral Leadership Institute course focusing on leadership concepts and competencies as well as organizational challenges facing leaders at all levels in higher education.

2002- current, Introduction to College Teaching, 16:186:855. Supervising a TA, course explores wide range of issues in college teaching including the development of a teaching philosophy.

2008- current, Designing Your Own Course, 16:186:856. Supervising a TA, course helps advanced Ph.D. candidates to prepare their own syllabus for an independently offered course in their discipline.

2012-current, Introduction to Online and Hybrid Teaching 16:186:857. Supervising a TA, course prepares doctoral students to teach online and hybrid courses.

### **Dissertation Committees**

Ermelin, Drew. *A Comparative Analysis of Four Year College Experiences and Outcomes for Associate Degree Transfers, Non-Degree Transfers and Indigenous University Adult Students*, Graduate School of Education, Rutgers University, 1996.

Lord, Nancy. *The Nature of Commitment in Undergraduate Women*, Graduate School of Education, Rutgers University, 1993.

### **PROFESSIONAL POSITIONS**

#### **1996- Associate Dean for Academic Support and Graduate Student Services, Rutgers University, New Brunswick, N.J.**

Serve as Associate Dean of the Graduate School-New Brunswick and Director of the Teaching Assistant Project. Provide direct instructional, academic, and student life services to students and provide guidance on policy issues to all graduate and graduate professional schools in New Brunswick. Coordinate and supervise issues pertaining to registration, conflict resolution, degree progress, student life, harassment, matriculation, academic policy, dissertation and thesis submission, career options programs, student fees, ESL requirements, graduate student association, academic integrity, research conduct, housing, judicial affairs, orientation, commencement, convocation and various faculty/student appeals. Founded and convene Graduate Diversity Recruitment Council. Developed and direct the Teaching Assistant Project, serving all units, including orientation programs, discipline-specific training, seminars, and publications. Supervise Office of Academic Development and Graduate Student Services. Principal Investigator of Rutgers "Grant to Enhance Teaching and the Undergraduate Curriculum," 2004. Serve on numerous institutional committees including Faculty Council Academic Services, Harassment Policy Compliance, Work Place Violence Committee, Graduate School Executive Council and advisory councils. Co-convenor of Academic Leadership Program designed to orient academic department chairs and deans on institutional issues and provide professional development opportunities for faculty leadership. Developed, supervise and teach sections of multiple graduate courses. New Brunswick Staff Co-Coordinator of Middle States Association accreditation review, 1997, and Director of Logistics and Steering Committee member for Middle States accreditation visit, 2008. Principal Investigator, Carnegie Academy for the Scholarship of Teaching and Learning Grant, 2006-2009. Participated in the development and implementation of the Pre-Doctoral Leadership Institute including the teaching of the spring semester leadership course for doctoral students. Chair Rutgers Academy for the Scholarship of Teaching and Research.

**1993-1996 Associate Provost for Academic Support and Graduate Student Services (Chief Student Affairs Officer), Rutgers University, New Brunswick, N.J.**

Served as 1) Chief Student Affairs Officer for 35,000 students coordinating all student life issues pertaining to undergraduate and graduate students; 2) Associate Dean of the Graduate School-New Brunswick; and 3) Director of the Teaching Assistant Project. Coordinated for the Office of the Provost all New Brunswick student affairs and services policy and program development. Served as liaison to the colleges, professional schools, and administrative units coordinating issues pertaining to student government, activities and college centers, graduate and undergraduate admissions, staff development, strategic planning, multicultural programming, recreation, orientation, recruitment and retention programs, housing and residence life, housing allocations, commencement, counseling, student fee policy and budget, public safety, judicial affairs, academic integrity, crisis intervention and management, and strategic planning. Worked with Health Services to develop and implement immunization protocols. Served as an ombudsperson to resolve myriad policy questions and concerns brought by students, parents, faculty, and external constituencies, and worked with students, faculty, and staff on all matters pertaining to students and student life policy. Coordinated New Brunswick Deans of Students, Directors of Residence Life, and Student Center Directors and directed Graduate Diversity Recruitment Council. Convened and supervised Instructional Services Council (1993-1995) including 17 deans of instruction, registrar, scheduling, financial aid and admissions. Provided direct instructional, academic, and student life services to students in the Ph.D. granting unit and directed all aspects of the Teaching Assistant Project. Served on numerous university committees including Faculty Council Committee on Student Affairs and Athletics and Harassment Policy Development Committee.

**1987-1992 Associate Dean (1992)/Assistant Dean for Academic Development and Student Services, Director Teaching Assistant Project, Graduate School-New Brunswick, Rutgers University**

See duties enumerated in current responsibilities.

**1990-1999 Editor, *NASPA Journal***

Responsible for the quarterly publication of refereed academic journal of the National Association of Student Personnel Administrators with circulation of 8,000. Supervised national Editorial Board of thirty-six senior student affairs officers and faculty.

**1984-1987 Graduate Admissions Administrator, Rutgers University**

Served as coordinator and liaison to graduate faculty, deans, and academic program directors in the development of recruitment and enrollment programs including the preparation of literature, correspondence, budgets, policies, and special programs. Reviewed faculty admissions recommendations and resolved procedural difficulties involving graduate admissions. Provided counseling and advisement to enrolled and prospective graduate students. Supervised admissions processes for Graduate School of Education and Graduate School of Applied and Professional Psychology.

**1985-1987 Part-Time Lecturer, Graduate School of Education, Rutgers University**

Higher Education Administration

**Spring 1983 Director of Residential Resources, New York University**

Supervised the residence and commuter life program including staff supervision, program development, graduate student housing, food service, and orientation.

**Fall 1983      Judicial Affairs Administrator, Rider College**

Interim appointment, supervising management of student judicial system.

**1980-82      Dean of Students, Upsala College**

Chief Student Affairs Officer and member of President's Cabinet responsible for supervision of all aspects of the student affairs and services program including academic advising, registrar, admissions and enrollment management, student activities, counseling, college center, residence and commuter life, food service, student insurance, health and psychological services, faculty speaker's bureau, Greek Life Program, day care center, publications, minority student affairs, orientation, disabled student services, international student program, judicial systems, and career planning and placement. Initiated, conducted, and supervised professional development programs for student affairs staff. Created and conducted institutional research effort regarding attrition and retention, supervised Title III grant.

**1976-80      Assistant Dean of Students, Rutgers College, Rutgers University**

Responsible for supervision of Residence Life Program serving 6,000 students. Organized staff recruitment and in-service training; supervised a professional and student staff of 120. Duties included budget development, creation of computerized student activities survey, and liaison to University Police, Counseling, Health Services, EOF, Career Services, Admissions, Employee Relations, Risk Management, University Counsel, Recreation, and Physical Plant.

**1974-75      Assistant to the Dean of Students, Westchester Community College, Valhalla, NY**

Doctoral practicum involved the development of attrition research program and the preparation of personnel policies for collective bargaining process. Advised "Returning Women's" organization and student government. Served on President's Cabinet.

**1970-1974      DIVISION OF STUDENT AFFAIRS, SUNY BINGHAMTON**

**1973-74      Coordinator of Student Services, College-in-the-Woods, SUNY Binghamton**

Supervised comprehensive student life program in a residential college of 1,200 undergraduates. Initiated women's leadership program and developed interdisciplinary courses with Faculty Fellows.

**1971-73      Director for College Activities, College-in-the-Woods, SUNY Binghamton**

Developed new position to coordinate and advise student organizations. Supervised College Center, orientation, commencement, recreation and intramurals, transfer student orientation and developed inter-college coordinating committee.

**1971-73      Instructor, "Human Relations in Higher Education"**

**1970-71 Admissions Counselor (graduate internship)**

**1969-70 Assistant Director for Student Activities, SUNY College at Cortland**

### **PROFESSIONAL ASSOCIATIONS and ACTIVITIES**

**Advisory Board Member, National Academy for the Integration of Teaching and Learning of Ireland, 2010-2014**

Peer Reviewer for 2009, 2011, 2012 and 2013 Conference Proceedings

#### **American College Personnel Association**

2001-2005 Editorial Board, *Journal of College Student Development*

#### **Cornell University, Industrial and Labor Relations Extension Division**

2003- Alternate Dispute Resolution Course: Effective Dispute Resolution

#### **Middle States Association of Schools and Colleges**

2003- Planning and Program Review Committee, Middle States Annual Conference, December 2003

1981- Accreditation Team Member for sixteen Institutions (including nine medical schools), Substantive Changes and PRR reviewer.

#### **National Association of Student Personnel Administrators (NASPA)**

2014 “Building Networks with Faculty to Enhance Students’ Success,” with Tom Miller and Margi Healy, NASPA National Conference, Baltimore, Maryland.

2014 National Conference Program Reviewer

2013 “Partnerships with Faculty: Professional Imperatives for Success,” with Tom Miller and Margi Healy, NASPA National Conference, Orlando, Florida.

2013 National Conference Program Reviewer

2012 “Building Bridges with Academic Affairs: New Practice Models,” with Tom Miller and Margaret Healy, NASPA National Conference, Phoenix, Arizona.

2012 Conference Program Reviewer

2010 Guest Editor, “Journal of Student Affairs Research and Practice.”

2009 “Building Working Relationships Across the University: Perspectives for New/Mid-Level Administrators,” with Tom Miller, NASPA National Conference, Seattle, Washington.

2008 “Working with Faculty to Enhance Student Achievement: Perspectives for New and Mid-Level Administrators,” with Tom Miller, NASPA National Conference, Philadelphia, Pennsylvania.

- 2005 “Students’ Expectations and Institutional Realities: Creating Connections to Enhance Student Success,” Featured Presentation, NASPA National Conference, Tampa, Florida.
- 2004 National Conference Presenter, “Pursuing the Doctoral Degree: Realistic Issues for Student Affairs Administrators to Consider. Denver Colorado.
- 2002-2004 National Steering Committee Member on “*Reasonable Expectations-What Undergraduate Students Should Expect From Their Colleges and Universities.*”
- 2001-08 National Conference Program Review Committee
- 1990-99 Editor, *NASPA Journal*
- 1990-1998 Presenter at Eight National Conferences, "How to Write for the *NASPA Journal*, an Introduction for Authors."
- 1999-2005 Presenter, National Conference, “Pursuing the Doctoral Degree: Why, When and How.”
- 1991 Presenter, National Conference, "Student Demonstrations and Disruptions: A National Perspective.”
- 1988-1990 *NASPA Journal*, Editorial Board
- 1979-1999 Regional Representative, Region II Advisory Board
- 1980-82 Director, Research and Program Development, Region II
- 1981-82 Chairperson, National Dissertation of the Year Award
- 1982-85 *NASPA Journal* Editorial Board
- 1982 Presenter, National Conference, "The Status of Race Relations Training."
- 1981 Presenter, National Conference, "The Status of Student Demonstrations."

### **Eastern Association of College Deans and Advisors of Students**

- 1984-1994 President, Vice President and Program Chair, Executive Board Member

### **Emergency Management**

- 2012- Co-Authoring Rutgers post-event report for Hurricane Sandy.
- 2002- Serve as member of Rutgers Emergency Management Operations Leadership Team
- 2005 Completed Federal Emergency Management Courses “Introduction to the Incident Command System” and “National Incident Management System, an Introduction”



### **Awards and Honors**

- 2005            Civilian Service Award for Saving a Life, Rutgers University Division of Public Safety
- 2002            Invited Participant to United States Marine Corps Officer Selection Educators Program, Quantico, Virginia
- 2001            NASPA Foundation “Pillar of the Profession” National Award
- 1998            Rutgers University Police Department “Citation for Saving a Life”
- 1997            NASPA National Award for Outstanding Contribution to Literature or Research
- 1992            NASPA Region II Award for Distinguished Service

### **Selected Community Positions and Activities**

- 2006-present Trustee, University Swimming Association
- 2005- Executive Committee and Secretary, Rutgers University Golf Course
- 2004   Strategic Planning Consultant to a New Jersey Chamber of Commerce
- 2000-05   Vice President, YMYWHA of Raritan Valley  
                  Chair, Strategic Planning Committee
- 1998   Secretary, YMYWHA of Raritan Valley
- 1996-05   Board of Directors, YMYWHA of Raritan Valley