

## MARLENE CLAPP

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### EDUCATION

- 2005 Ph.D., Boston College, Higher Education Administration  
*Dissertation: A Comparative Analysis of the Implementation of Institutional Advising Policy*
- 1998 M.U.A, Virginia Polytechnic Institute and State University (Virginia Tech), Urban Affairs
- 1996 B.A., The College of William and Mary, Sociology

### RESEARCH INTERESTS

- The study of enterprise culture and the application of such research to improving effectiveness in higher education administration and policy
- Academic advising, particularly advising theory
- Improving access to higher education for underrepresented student populations

### PROFESSIONAL EXPERIENCE

#### 2007 - present Bridgewater State College, Bridgewater, MA

- *Institutional Research Analyst (part-time)*. Fulfill research needs related to Bridgewater State College's Project Compass award, an initiative of the Nellie Mae Education Foundation to increase college graduation rates of underrepresented students at New England public colleges. Work includes both primary (e.g., data analysis using SPSS) and secondary research as well as presentation of findings at monthly committee meetings.

#### 2007 - present EBSCO Publishing, Inc., Ipswich, MA

- *Contract Writer*. Write articles about higher education for an undergraduate college student audience. Article topics have included financial aspects and budget processes, admissions policies, grants and private funding, recruitment, tribal colleges, community college education, virtual universities, land grant universities, access to higher education, affirmative action in higher education, and the Rhodes Scholarship.

#### 2006 - present Eduventures, Inc., Boston, MA

- *Research Analyst (on contract since 2007)*. Execute collaborative research agendas of college and university institutional leaders and stakeholders in order to inform policy and practice. Work has spanned the formulation of research tools, the gathering and analysis of data, and the writing of formal research reports on enrollment management and student affairs issues (e.g., financial aid trends, best practices in facilitating community college transfers, student engagement).

#### 2001-2006 Boston College, Chestnut Hill, MA

- 2002 - 2006 • *Graduate Research Assistant*. Conducted institutional research for the Academic Vice President's Office via peer surveys as well as library, archival, and Internet data. Projects included the following: Researched and documented information that informed University efforts to successfully establish an academic advising center for undergraduates; Gathered, organized, and reported institutional research for faculty members and University representatives interested in reforming faculty governance; Facilitated efforts to modernize University course review system by compiling relevant information and acting as advisory member to subcommittee responsible for the project.

- 2001 - 2005 • *Budget Committee Reporter*. Wrote reports for the University President, vice presidents, deans and administrators on key issues presented at the fall budget development committee meetings.
- 2001 - 2002 • *Budget Analyst*. Coordinated annual salary review for several key vice presidential areas. Assisted in developing annual budgets for numerous University auxiliary areas. Managed and carried out budget input, maintenance, and analytical reporting related to graduate student tuition remission and salaries (approximately \$90 million annually).

**1998-2001 Virginia Tech, Blacksburg, VA**

- 2000 - 2001 • *Senior Budget Analyst*. Developed and monitored annual budgets for the University's Instructional Education and General revenues (\$350 million), central fringe benefits (\$64 million), and student financial aid (\$11 million General Fund). Successfully projected annual University fringe benefits savings.
- 1998 - 2000 • *Budget Analyst*. Coordinated all budgetary activities related to the University's accounting system. Duties included inputting and monitoring budgets, establishing new expenditure funds, performing high-level budget transfers, and assisting and training University fiscal officers.

**TEACHING EXPERIENCE**

**Fall 2008 Bridgewater State College (Bridgewater, MA).**

- *Facilitator, Freshmen Targeted English 101*. Lead weekly book club discussion group for freshmen.

**Spring 2008 Suffolk University (Boston, MA).**

- *Instructor, Department of Education and Human Services*. Taught Critical Issues in Higher Education graduate-level course.

**2006 - 2008 Suffolk University (Boston, MA).**

- *Guest Lecturer, Department of Education and Human Services*. Led a class session each semester for Research in Higher Education graduate-level course.

**Fall 2003 Boston College (Chestnut Hill, MA).**

- *Advising Seminar Leader, Lynch School of Education*. Co-led weekly first-year professional development seminar for freshmen from the Lynch School of Education.

**HONORS/AFFILIATIONS**

Association for the Study of Higher Education (ASHE)  
 Association for Institutional Research (AIR)  
 National Academic Advising Association (NACADA)  
 Summer Dissertation Development Grant (Boston College research grant), summer 2005  
 ASHE Graduate Student Policy Seminar (recommended and selected to attend), November 2003

**PUBLICATIONS**

Clapp, M., & Driscoll, S. (in press). Free college tuition: An overview. *Points of View: Free College Tuition*. Available from EBSCO Publishing Points of View Reference Center database.

Clapp, M., & Lee, M. (in press). Colleges & early decision: An overview. *Points of View: Colleges & Early Decision*. Available from EBSCO Publishing Points of View Reference Center database.

Clapp, M. (2008). [Review of the book *Student and academic affairs collaboration: The divine comity*]. *NACADA Journal*, 28(2).

Clapp, M. (2007). Adaptation in the ivory tower: Deciphering the implementation of institutional academic advising policy. *College and University Journal*, 83(1), 12-21.

Kuhtmann, M. (2006). Bridging the gap between the theory and practice of developmental advising: A comparative analysis of the implementation process of institutional advising policy. *Dissertation Abstracts International*, 67 (06), 232A. (UMI No. 3221265)

Kuhtmann, M. (2005). [Review of the book *Changing course: Making the hard decisions to eliminate academic programs*]. *Planning for Higher Education*, 33(3), 54–55.

Kuhtmann, M. (2005). Socratic self-examination and its application to academic advising. *NACADA Journal*, 25(2), 37-48.

Kuhtmann, M. (2004). Mission impossible? Advising and institutional culture. *NACADA Journal*, 24(1&2), 99-110.

Kuhtmann, M. (2004). [Review of the book *Online student ratings of instruction*]. *College and University Journal*, 80(1), 64-67.

### **CONFERENCE PRESENTATIONS**

*Advising and Your Institution's Culture*. Presented at the annual national conference of the national Academic Advising Association, Dallas, TX, 2003.