

PETER T. EWELL

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EDUCATION

Ph.D. Yale University, 1976
Major: Political Science

M.Phil. Yale University, 1973
Major: Political Science

B.A. Haverford College, 1970
Major: Political Science

PROFESSIONAL EXPERIENCE

1981 to Present

Vice President, National Center for Higher Education Management Systems (NCHEMS). Responsibilities include applied research on assessing institutional effectiveness and direct consulting with colleges, universities, and state and national governments on the collection and use of assessment and performance information in planning, evaluation, and budgeting. Directing a series of grants and multi-institutional demonstration projects, funded by the W. K. Kellogg Foundation, the Consortium for the Advancement of Private Higher Education, the Office of Educational Research and Improvement of the U.S. Department of Education, The Pew Charitable Trusts, and the Lumina Foundation on the use of student-outcomes information in program planning and decisionmaking, institutional effectiveness, and higher education quality assurance policy; consulting with colleges, universities, and state systems in the areas of strategic planning, enrollment management, outcomes assessment, and program evaluation; research and writing on the topics of assessing college and university effectiveness, and on the use of information in decisionmaking in higher education, resulting in books and commissioned papers by government and higher education groups; developing tools for practicing administrators in enrollment management, outcomes assessment, and program review and evaluation, including surveys and other data collection methods and techniques, and student-oriented management information systems; designing and presenting management seminars for diverse higher education audiences.

1978-1981

Coordinator for Long-Range Planning, Governors State University. Responsibilities included the design and implementation of numerous analytical policy studies and data support systems to inform the University's long-range planning and program evaluation efforts.

1975 to 1978

Harper Fellow in Social Science and Assistant Director, Public Affairs Program, University of Chicago. Responsibilities included instruction in Political Science and supervision of all senior research projects in Public Affairs.

1971-1975

Teaching Fellow and Research Associate, Yale University. Responsibilities included design and implementation of a student-outcomes study of the Yale Ph.D. program in Political Science for the Director of Graduate Studies and involvement in the design and drafting of a text in Political Science.

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

Member of Board of Directors, Council for Adult and Experiential Learning (CAEL), 2003-date
Member of Board of Directors, American Association of Higher Education (AAHE), 1998-2002
Member of Board of Governors, Truman State University, 1996-date
Executive Editor, *Change Magazine*, 1996-2005; Editorial Board 2005-date
Editorial Board and Regular Columnist on State Policy: *Assessment Update*, 1989-date
Editorial Board: *Planning in Higher Education, Review of Higher Education*, 1987-92
Association for Institutional Research, Publications Board, 1986-90
National Education Goals Panel: Resource Group for Goal 5, 1991-95

PROFESSIONAL HONORS AND AWARDS

Virginia B. Smith Innovative Leadership Award, 2001
Association for Institutional Research, Sidney Suslow Award, 2000
Council of Independent Colleges, Academic Leadership Award, 1998
Association for the Study of Higher Education, Leadership Award, 1996

SELECTED PAPERS AND PUBLICATIONS

“No Correlation: Musings on Some Myths About Quality.” In *Change Magazine*, 40, 6, November/December, 2008.

“Assessment and Accountability in America Today.” In Victor M. H. Borden and Gary R. Pike (eds.), *Assessing and Accounting for Student Learning: Beyond the Spellings Commission, New Directions in Institutional Research Assessment Supplement*, 2007

U.S. Accreditation and the Future of Quality Assurance: A Tenth Anniversary Report from the Council for Higher Education Accreditation. Washington, DC: Council for Higher Education Accreditation (CHEA), 2008.

The Quality Game: External Review and Institutional Reaction Over Three Decades in the United States. In Don F. Westerheijden, Bjorn Stensaker, and Maria Joao Rosa, *Quality*

- Assurance in Higher Education: Trends in Regulation, Translation and Transformation.* Baltimore, MD: Johns Hopkins University Press, 2007.
- With Jane Wellman, *Enhancing Student Success in Education: Summary Report of the NPEC Initiative and National Symposium on Postsecondary Student Success.* Washington, DC: The National Postsecondary Education Cooperative, February 2007.
- With Marianne Boeke, *Critical Connections: Linking States' Unit Record Systems to Track Student Progress.* Indianapolis, IN: The Lumina Foundation for Education, January 2007.
- Making the Grade: How Boards Can Enhance Academic Quality.* Washington, DC: Association of Governing Boards of Universities and Colleges (AGB), 2006.
- With Dennis P. Jones, State-Level Accountability for Higher Education: On the Edge of a Transformation. In Nancy B. Shulock (ed), *Practitioners on Making Accountability Work for the Public*, New Directions for Higher Education No. 135. San Francisco: Jossey-Bass, Fall 2006.
- Grading Learning: Progress and Prospects. In *Measuring Up 2006.* San Jose, CA: National Center for Public Policy in Higher Education, 2006.
- With Margaret A. Miller, *Measuring Up on College-Level Learning.* San Jose, CA: National Center for Public Policy in Higher Education, October 2005.
- "Power in Numbers: The Values in Our Metrics." In *Change Magazine*, 37, 4, July/August, 2005.
- "Can Assessment Serve Accountability: It Depends on the Question." In Joseph C. Burke and Associates, *Achieving Accountability in Higher Education: Balancing Public, Academic, and Market Demands.* San Francisco: Jossey-Bass, 2005.
- The Changing Nature of Accountability in Higher Education.* Alameda, CA: Western Association of Schools and Colleges (WASC) Senior College Commission, 2004.
- General Education and the Assessment Reform Agenda.* Washington, DC: Association of American Colleges and Universities (AACU), 2004.
- Accreditation and the Provision of Additional Information to the Public About Institutional and Program Performance.* Washington, DC: Council for Higher Education Accreditation, 2004.
- With Paula R. Schild and Karen Paulson. *Following the Mobile Student: Can We Develop the Capacity for a Comprehensive Database to Assess Student Progression?* Indianapolis, IN: The Lumina Foundation for Education, 2003.
- "An Accountability System for 'Doubling the Numbers.'" In *Double the Numbers: Postsecondary Attainment and Underrepresented Youth.* Boston, MA: Jobs for the Future, 2003.
- "The Learning Curve." In *Biz Ed Magazine*, 2, 5, July/August, 2003.
- "Keeping the Value in 'Value Added.'" In *Peer Review*, 4, 2/3, Winter/Spring, 2002.

- “A Delicate Balance: The Role of Evaluation in Management.” In *Quality in Higher Education*, 8, 2, 2002.
- Perpetual Movement: Assessment After Twenty Years*. Keynote Address for the 17th Assessment Conference of the American Association of Higher Education (AAHE), June 2002.
- Reinventing Accreditation: The Road You’ve Traveled and the Way Ahead*. Keynote Address for the Annual Meeting of the Western Association of Schools and Colleges (WASC), Accrediting Commission for Senior Colleges and Universities, April 2002.
- Three “Dialectics” in Higher Education’s Future*. Working Paper for the Project on the Future of Higher Education. Seattle, WA: Antioch University, Spring 2002.
- A Guide to Using Evidence in the Accreditation Process: A Resource to Support Institutions and Evaluation Teams*. Alameda CA: Western Association of Schools and Colleges (WASC) Accrediting Commission for Senior Colleges and Universities, January 2002.
- Major Trends in Higher Education: Implications for Accreditation*. Keynote Address for the Middle States Association Commission on Higher Education, December 2001.
- “An Emerging Scholarship: A Brief History of Assessment.” In Trudy W. Banta and Associates, *Building a Scholarship of Assessment*. San Francisco: Jossey-Bass, 2002.
- “Numeracy, Mathematics, and General Education.” In Lynne A. Steen (ed), *Mathematics and Democracy: The Case for Quantitative Literacy*. Washington, DC: National Council on Education in the Disciplines, 2001.
- Accreditation and Student Learning Outcomes: A Proposed Point of Departure*. Washington, DC: Council on Higher Education Accreditation, September 2001.
- “Statewide Testing in Higher Education.” In *Change Magazine*, 33, 2, March/April 2001.
- “Grading Student Learning: Better Luck Next Time.” In *Measuring Up 2000: The State-by-State Report Card for Higher Education*. San Jose, CA: National Center for Public Policy in Higher Education, 2000.
- “Linking Performance Measures to Resource Allocation: Exploring Unmapped Terrain.” In *Quality in Higher Education*, 5, 3, 1999.
- “Assessment of Higher Education Quality: Promise and Politics.” In S. J. Messick (Ed.), *Assessment in Higher Education: Issues of Access, Quality, Student Development, and Public Policy*, London, UK: Lawrence Erlbaum Associates, 1999.
- “Achieving High Performance: The Policy Dimension.” In W. G. Tierney (Ed.), *The Responsive University: Restructuring for High Performance*. Baltimore, MD: The Johns Hopkins University Press, 1998.
- Examining a Brave New World: How Accreditation Might Be Different*. Keynote Address prepared for the Second Annual Meeting of the Council for Higher Education Accreditation (CHEA). Washington, DC: CHEA, 1998.

- “National Trends in Assessing Student Learning.” In *Journal of Engineering Education*, April 1998.
- “Accountability and Assessment in a Second Decade: New Looks or Same Old Story?” in *Assessing Impact: Evidence and Action*, Presentations from the 1997 AAHE Conference on Assessment and Quality. Washington, DC: American Association for Higher Education (AAHE), 1997.
- With Jane Wellman and Karen Paulson. *Refashioning Accountability: Toward a Coordinated System of Quality Assurance*. Denver, CO: Education Commission of the States (ECS), 1997.
- “Strengthening Assessment for Academic Quality Improvement.” In M. Peterson, D. Dill, L. Mets and Associates, *Planning and Management for a Changing Environment: A Handbook on Redesigning Postsecondary Institutions*. San Francisco: Jossey-Bass, 1997.
- “Identifying Indicators of Curricular Quality.” In Jerry G. Gaff, James L. Ratcliff, and Associates, *Handbook of the Undergraduate Curriculum*. San Francisco: Jossey-Bass, 1996.
- “The Current Pattern of State-Level Assessment: Results of a National Inventory.” In *Assessment Update*, 8, 3. May/June 1996.
- With Dennis P. Jones, *Indicators of “Good Practice” in Undergraduate Education: A Handbook for Development and Implementation*. Boulder, CO: National Center for Higher Education Management Systems (NCHEMS), 1996.
- Ed., *Student Tracking: New Techniques, New Demands*. New Directions for Institutional Research No. 87. San Francisco: Jossey-Bass, 1995.
- With Aims C. McGuinness, Jr., “Improving Productivity and Quality in Higher Education.” In *AGB Priorities*, 2, Fall 1994.
- “A Matter of Integrity: Accountability and the Future of Self-Regulation.” In *Change Magazine*, 26, 6, November/December 1994.
- “Restoring Our Links With Society: The Neglected Art of Collective Responsibility.” In *Metropolitan Universities*, 5, 1, Summer 1994.
- “The Assessment Movement: Implications for Teaching and Learning.” In Terry O’Bannon and Associates, *Teaching and Learning in the Community College*. Washington, DC: The Community College Press, American Association of Community Colleges, 1994.
- “Developing Statewide Performance Indicators for Higher Education: Policy Themes and Variations.” In S. Ruppert (Ed.), *Charting Higher Education Accountability: A Sourcebook on State-Level Performance Indicators*. Denver, CO: Education Commission of the States, 1994.
- A Policy Guide for Assessment: Making Good Use of the Tasks in Critical Thinking*. Princeton, NJ: Educational Testing Service, 1994.

- With Dennis P. Jones, *The Effect of State Policy on Undergraduate Education*. Denver, CO: Education Commission of the States, 1993.
- “The Role of States and Accreditors in Shaping Assessment Practice.” In Trudy W. Banta (Ed.), *Making a Difference: Outcomes of a Decade of Assessment in Higher Education*. San Francisco: Jossey-Bass, 1993.
- With Dennis P. Jones, “Actions Matter: The Case for Indirect Measures in Assessing Higher Education’s Progress on the National Education Goals.” In *The Journal of General Education*, 42, 2, 1993.
- “Total Quality and Academic Practice: The Idea We’ve Been Waiting For?” In *Change Magazine*, 25, 3, May/June 1993.
- “Identifying and Improving ‘Core Processes’ of Undergraduate Teaching and Learning.” Commissioned paper prepared for the AAHE 8th Annual National Assessment/1st Continuous Quality Improvement Conference, June 1993.
- “Feeling the Elephant: The Quest to Capture ‘Quality’.” In *Change Magazine*, 24, 5, September/October 1992.
- “Defining the Quality-Driven Institution.” In *Assessment Update*, 4, 5, 1992.
- Outcomes Assessment, Institutional Effectiveness, and Accreditation: A Conceptual Exploration*. Commissioned paper prepared for the Council on Postsecondary Accreditation. Washington, DC: Council on Postsecondary Accreditation, 1992.
- Benefits and Costs of Assessment in Higher Education: A Framework for Choicemaking*. Boulder, CO: NCHEMS, 1991.
- “Assessment and Public Accountability: Back to the Future.” In *Change Magazine*, 23,6, November/December 1991.
- With Dennis P. Jones, “Assessing and Reporting Student Progress: A Response to the ‘New Accountability’.” Denver, CO: State Higher Education Executive Officers, 1991.
- “Assessment and TQM: In Search of Convergence.” In Lawrence A. Sherr and Deborah J. Teeter (Eds.), *Total Quality Management in Higher Education*. New Directions for Institutional Research No. 71. San Francisco: Jossey-Bass, 1991.
- Assessment and the New Accountability: A Challenge for Higher Education's Leadership*. Denver, CO: Education Commission of the States, 1990.
- “To Capture the Ineffable: New Forms of Assessment in Higher Education.” In Gerald C. Grant (Ed.), *Review of Research in Education* Volume 17, American Educational Research Association, April 1991.
- Ed., *Information and Decision: Improving the Linkage*. New Directions for Institutional Research No. 64. San Francisco: Jossey-Bass, 1989.
- “About Halfway: Assessment at the Balance Point.” In *Assessment Update*, 1, 1, 1989.

- With Carol M. Boyer, "Acting Out State-Mandated Assessment: Evidence from Five States." In *Change Magazine*, 20, 4, July/August 1988.
- "Implementing Assessment: Some Organizational Issues." In Trudy W. Banta (Ed.), *Implementing Outcomes Assessment: Promise and Perils*. New Directions for Institutional Research No. 59. San Francisco: Jossey-Bass, 1988.
- With Robert P. Lisensky, *Assessing Institutional Effectiveness: Redirecting the Self-Study Process*. Washington, DC: Consortium for the Advancement of Private Higher Education, 1988.
- "Outcomes, Assessment, and Academic Improvement: In Search of Usable Knowledge." In John C. Smart (Ed.), *Higher Education: Handbook of Theory and Research, IV*. New York: Agathon Press, 1988.
- "Establishing a Campus-Based Assessment Program." In Diane F. Halpern (Ed.), *Student Outcomes Assessment: What Institutions Stand to Gain*. New Directions for Higher Education No. 59. San Francisco: Jossey-Bass, 1987.
- "Assessment: Where Are We?" In *Change Magazine*, 19, 1, January/February 1987.
- With Ronald Parker and Dennis P. Jones, *Establishing a Longitudinal Student Tracking System: An Implementation Handbook*. Boulder, CO: NCHEMS, 1988.
- "The State Role in Assessing College Outcomes: Policy Choices and Probable Impacts." Commissioned paper prepared for the National Governors Association, Washington, DC: June 1986.
- "Assessment: What's It All About?" In *Change Magazine*, 17, 6, November/December 1985.
- "Levers for Change: The Role of State Government in Improving the Quality of Postsecondary Education." Denver, CO: Education Commission of the States, 1985.
- "Performance Funding and Institutional Response: Lessons from the Tennessee Experience." In Trudy W. Banta (Ed.), *Performance Funding in Higher Education*. Boulder, CO: NCHEMS, 1985.
- "The Legislative Role in Improving Postsecondary Education." Education and Job Training Series, *State Legislative Report*, 10, 14. Washington, DC: National Conference of State Legislators, December 1985.
- With Dennis P. Jones, "The Costs of Assessment." Paper commissioned by the National Institute of Education. Washington, DC: October 1985.
- Ed., *Assessing Educational Outcomes*. New Directions for Institutional Research No. 47. San Francisco: Jossey-Bass, 1985.
- The Self-Regarding Institution: Information for Excellence*. Boulder, CO: NCHEMS, 1984.
- "Recruitment, Retention, and Student Flow: A Comprehensive Approach to Enrollment Management Research." Boulder, CO: NCHEMS, 1984.

With Ellen Earle Chaffee, "Promoting the Effective Use of Information in Decisionmaking."
Boulder, CO: NCHEMS, 1985.

"Dimensions of Excellence in Postsecondary Education." Paper commissioned by the NIE
Study Group on the Conditions of Excellence in American Higher Education. Boulder, CO:
May 1984.

Conducting Student Retention Studies. Boulder, CO: NCHEMS, 1984.

Student Outcomes Questionnaires: An Implementation Handbook, 2nd ed. Boulder, CO:
NCHEMS, 1983.

Information on Student Outcomes: How to Get It and How to Use It. Boulder, CO: NCHEMS,
1983.