

# Christine Helen Arnold

E-mail: [c.arnold@utoronto.ca](mailto:c.arnold@utoronto.ca)

Twitter: ChristineA\_OISE

Leadership, Higher and Adult Education  
University of Toronto/OISE  
252 Bloor Street West, 6-266  
Toronto, ON M5S 1V6  
CANADA

251-206 St. George Street  
Toronto, ON M5R 2M2  
CANADA  
647-537-4525

## EDUCATION

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- August 2015                      UNIVERSITY OF TORONTO  
   ONTARIO INSTITUTE FOR STUDIES IN EDUCATION (OISE)  
   Toronto, ON  
   Ph.D. Leadership, Higher and Adult Education  
   Thesis: *Transfer Literacy: Assessing Informational Symmetries and Asymmetries*  
   Supervisory Committee: Dr. Daniel Lang, Dr. Glen Jones and Dr. Tony Chambers  
   Supporters: Dissertation funded by the Social Science and Humanities Research  
   Council of Canada (SSHRC) and the Ontario Council on Articulation and Transfer  
   (ONCAT)
  
- May 2009                              BROCK UNIVERSITY  
   St. Catharines, ON  
   M.Ed. Teaching, Learning and Development Specialization (First Class Standing)
  
- May 2008                              BROCK UNIVERSITY  
   St. Catharines, ON  
   B.Ed. Intermediate/Senior Concurrent Education  
   B.A. English Major Honors, Visual Arts Teachable (First Class Standing)

## RESEARCH AREAS

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Student development and success in post-secondary education; student mobility and credit transfer systems; access and attainment of underrepresented student populations; quality assurance and learning outcomes; organizational structures and leadership in student affairs/services; and the role of qualifications and community college/vocational education.

## METHODOLOGICAL AREAS

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Qualitative and mixed methods research: narrative inquiry, interpretative, document analysis, case study approaches and multi-institutional analysis.

## TEACHING AREAS

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Foundations of post-secondary education; critical issues in post-secondary education; post-secondary education policy; student development; student transitions and readiness; the community college and systems of post-secondary education; student affairs/services administration, culture and leadership; international and comparative education; and research design and methods.

## POSTDOCTORAL APPOINTMENT

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- August 2015-Present      UNIVERSITY OF TORONTO/OISE  
**Postdoctoral Fellow**  
*Dr. Elizabeth Leesa Wheelahan, Associate Professor & William G. Davis Chair in Community College Leadership; Dr. Gavin Moodie, Adjunct Professor & Ruth Childs, Associate Professor*  
*Qualifications: The Link Between Educational and Occupational Pathways, and Labour Market Outcomes Project (Funded-SSHRC Insight Grant)*
  - *Responsibilities:* Research the interaction between post-secondary education qualifications, educational pathways and labour markets. Compare and contrast outcomes for fields of education that prepare graduates for regulated and unregulated occupations. Analyze data from Statistics Canada's National Graduate Survey (NGS) and the National Household Survey (NHS) and consider the implications for the purpose and design of qualifications, educational pathways, policy and relationships between educational institutions and social partners (employers, unions, professional and occupational bodies including regulatory authorities, and government). Project management and coordination of a team of graduate assistants.
  - *Skills Developed:* Establish and maintain project website, and develop and implement knowledge mobilisation strategy for research findings; prepare ethics applications, undertake literature reviews, help identify research informants, organise and undertake interviews; analyse data, prepare reports and contribute to publications and presentations; and manage logistical aspects of the project (the organisation of seminars, workshops, etc.).

## AWARDED GRANTS, CONTRACTS AND ACHIEVEMENTS

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### RESEARCH GRANTS AND CONTRACTS

YEAR	GRANTOR	PURPOSE	AMOUNT
▪ 2015	Pearson Education	Research	\$10,500
▪ 2015	Ontario Ministry of Training, Colleges and Universities (MTCU), Graduate Policy Research Challenge (OGPRC)	Research	\$3,000
▪ 2013-2015	Centennial College and Ontario Council on Articulation and Transfer (ONCAT)	Contract	\$38,000
▪ 2012-2013	College University Consortium Council (CUCC) and ONCAT Innovation Grant	Research	\$4,000

▪ 2010-2013	Doctoral Canada Graduate Scholarship (CGS), Social Science and Humanities Research Council of Canada (SSHRC), J. Armand Bombardier Scholarship	Research	\$105,000
▪ 2011	OCAD University and CUCC	Contract	\$8,000
▪ 2010	Ontario Graduate Scholarship	Research	\$15,000
▪ 2008	Masters SSHRC, J. Armand Bombardier Scholarship	Research	\$17,500
▪ 2008	Ontario Graduate Scholarship	Research	\$15,000

#### AWARDS, SCHOLARSHIPS AND BURSARIES

YEAR	GRANTOR	PURPOSE	AMOUNT
▪ 2013-2015	University of Toronto, Doctoral Completion Award (DCA)	Academics	\$14,500
▪ 2010-2013	University of Toronto, Academic Excellence Award	Academics	\$6,000
▪ 2009-2013	University of Toronto, Doctoral Funding Grant	Academics	\$50,000
▪ 2009-2013	International Study Association on Teachers and Teaching (ISATT) Bursary	Travel	\$2,500
▪ 2010	Brock University, Spirit of Brock Medal: Leadership, Innovation, Courage and Academics	Academics	
▪ 2010	University of Toronto, School of Graduate Studies (SGS) Conference Grant	Travel	\$500
▪ 2009	Brock University, Dean of Graduate Studies In-Course Scholars Award	Academics	\$2,500
▪ 2009	Brock University, Graduate Bursary Faculty of Education	Academics	\$1,000
▪ 2009	Brock University, International Mobility Award	Travel	\$500
▪ 2008	Brock University, Faculty of Education Graduate Fellowship	Academics	\$6,000
▪ 2008	Brock University, Dean's Entrance Scholarship to Graduate Studies	Academics	\$4,000
▪ 2007-2008	MTCU, Millennium Bursary in Academic Excellence	Academics	\$3,000
▪ 2003-2008	Brock University, Entrance Scholarship	Academics	\$10,000
▪ 2006	Brock University, Kathryn Bean Becker Concurrent Education Scholarship	Academics	\$2,750
▪ 2006	Brock University, Margaret Megannety English Language and Literature Scholarship	Academics	\$2,000
▪ 2006	Brock University President's Surgite Award	Academics	\$1,000
▪ 2003	Dofasco Arcelor Mittal, Academic Scholarship	Academics	\$2,500
▪ 2003	Farr's Coachline, Academic Scholarship	Academics	\$1,000
▪ 2003	Royal Canadian Legion, Award for Academic Excellence	Academics	\$1,000
▪ 2003	Optimist Club, Scholarship for Academics	Academics	\$1,000

#### PUBLICATIONS

##### REFEREED ARTICLES

- Sattler, P., Wiggers, R., & **Arnold, C.** (2011). Combining workplace training with post-secondary education: The spectrum of "Work-Integrated Learning" (WIL) opportunities from apprenticeship to experiential learning. *Canadian Apprenticeship Journal*.

- **Arnold, C.** (2011). Following the Ontario transfer student: From college to university inception. *Canadian Society for the Study of Higher Education Professional File (CSSHE)*.
- Chaput, C., O’Sullivan, M., & **Arnold, C.** (2009). Troubling liberal discourse: The potential of transformative education during a short term study abroad course. *International Journal of Development Education and Global Learning*.

#### BOOK CHAPTERS AND REVIEWS

- **Arnold, C.** (2015). Invited review of the book *Democratizing Higher Education: International Comparative Perspectives* (Blessinger, P. & Anchan, J.P. (Eds.), 2015). *Excellence in Higher Education Journal*.
- **Arnold, C.** (2013). Befriending Bologna? Students and standardized policies and procedures governing higher education in Europe. In Kompf, M., & Denicolo, P., *Critical issues in higher education*. (253-264). Rotterdam: Sense Publishers.
- **Arnold, C., & Kompf, M.** (2011). Transfer credits in higher education: The path to globalization. In Lauriala, A., Rajala, R., Ruokamo, H., & Ylitapio-Mäntylä, O., *Navigating in educational contexts: Identities and cultures in dialogue*. (153-164). Rotterdam: Sense Publishers.
- **Arnold, C., & Kompf, M.** (2008). Transferable academic credits: Commodity or albatross. In Kentel, J.A., & Short, A., *Totems and taboos: Risk and relevance in research in teachers and teaching*. (113-128). Rotterdam: Sense Publishers.

#### TECHNICAL/POLICY REPORTS

- **Arnold, C., & Wheelahan, L.** (2015). *Short-cycle higher education qualification design and performance: A Canadian case study*. London: Pearson Education-United Kingdom Higher Nationals Unit.
- **Arnold, C., & Woodhead, S.** (2015). *Transferability expectations and realities: Analysis of incoming Centennial College learner expectations, realities and self-adjusted perceptions*. Toronto: Ontario Council on Articulation and Transfer (ONCAT).
- **Arnold, C.** (2014). *Transfer Literacy: Assessing informational symmetries and asymmetries*. Toronto: ONCAT.
- Maldonado, V., Wiggers, R., & **Arnold, C.** (2013). At Issue Paper No. 15. *So, you want to earn a PhD? The attraction, realities and outcomes of pursuing a doctorate*. Toronto: Higher Education Quality Council of Ontario (HEQCO).
- Seifert, T., **Arnold, C.**, Burrow, J., & Brown, A. (2011). *Supporting student success: The role of student services within Ontario’s post-secondary institutions*. Toronto: HEQCO.
- Wiggers, R., & **Arnold, C.** (2011). At Issue Paper No. 10. *Defining, measuring and achieving “Student Success” in Ontario colleges and universities*. Toronto: HEQCO.

## POPULAR/PRACTITIONER-ORIENTED ARTICLES

- **Arnold, C.** (2015). *OnTransfer* institutional profiles informing and allowing Ontario post-secondary students to compare institutions' credit transfer policies and procedures. Retrieved from [www.ontransfer.ca](http://www.ontransfer.ca).
- Seifert, T., **Arnold, C.**, Moore, K., & colleagues. (2015). *Blueprints for Student Success* youth outreach site translating student affairs and services research findings to improve students' transition to post-secondary education. Retrieved from [www.blueprintsforstudentsuccess.com](http://www.blueprintsforstudentsuccess.com).
- **Arnold, C.**, & Seifert, T. (2015). Increasing awareness of student affairs and services. From ACPA Convention Continued blog. Retrieved from <http://convention.myacpa.org/tampa2015/>.
- **Arnold, C.**, & Seifert, T. (2012). Higher goals for higher learning. From *Supporting Student Success* WordPress blog. Retrieved from <https://supportingstudentsuccess.wordpress.com/2012/11/21/higher-goals-for-higher-learning/>.

## FORTHCOMING PUBLICATIONS

- **Arnold, C.**, & Seifert, T. (in progress). Making the double loop: Liberating the curriculum from the constraints of single-loop learning. Submission to the *Canadian Journal for the Scholarship of Teaching and Learning*.
- **Arnold, C.**, Wheelahan, L., Moodie, G., Lavigne, E., Yang, J., Brijmohan, & A. Childs, R. (in progress). Pathways in Canada and Ontario: Links between qualifications and the labour market. Submission to the *Canadian Journal of Higher Education*.
- **Arnold, C.**, & Woodhead, S. (in progress). Incoming students' credit transfer and PLAR expectation-reality gaps. Submission to *College Quarterly*.
- **Arnold, C.**, Moore, K., & Seifert, T. (in progress). Faculty subcultures and the roles they play in shaping campus culture and student success.
- Peregrina-Kretz, D., Seifert, T., Burrow, J., & **Arnold, C.** (in progress). Finding their way: The role of peers as connectors, partners, and role models in post-secondary education.

## CONFERENCE PRESENTATIONS

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### SCHOLARLY PEER-REVIEWED INTER/NATIONAL PRESENTATIONS

- 2015 **Arnold, C.**, Moore, K., & Seifert, T. *Getting Involved in Programs and Initiatives on Campus: The Role of Student Affairs and Services*. American College Personnel Association (ACPA): Consider. Collaborate. Create. Commit. Tampa Convention Center, Tampa Bay, United States, 2015.
- 2015 **Arnold, C.**, & Woodhead, S. (2015). *College Students' Prior Learning Assessments*. Canadian Association for Prior Learning Assessment (CAPLA): Recognizing Learning. Westin Prince Hotel, Toronto, Canada, 2015.

- 2015 Wilson, M., Bridge, J., **Arnold, C.**, Borin, P., Frank, B., Groen, J., Lennon, M.C., Spring, J., & Wheelahan, L. (2015). *Learning Outcomes: Building Better Pathways or Building Pathways Better?* Ontario Council on Articulation and Transfer (ONCAT): Student Pathways in Higher Education. Marriott Downtown Eaton Centre Hotel, Toronto, Canada, 2015.
- 2015 **Arnold, C.**, & Woodhead, S. (2015). *Incoming Students' Credit Transfer and PLAR Expectation-Reality Gaps*. ONCAT: Student Pathways in Higher Education. Marriott Downtown Eaton Centre Hotel, Toronto, Canada, 2015.
- 2014 Peregrina-Kretz, D., **Arnold, C.**, Burrow, J., Elias, K., & Seifert, T. *Finding Their Way: The Role of Peers in Post-Secondary Experiences*. ACPA: Reinvent. You. Us. Indy. Indiana Convention Center, Indianapolis, United States, 2014.
- 2014 Peregrina-Kretz, D., Seifert, T., Burrow, J., & **Arnold, C.** *Finding Their Way: The Role of Peers as Connectors, Partners and Role Models in Post-Secondary Education*. American Educational Research Association (AERA). Pennsylvania Convention Center, Philadelphia, United States, 2014.
- 2014 **Arnold, C.**, Moore, K., & Seifert, T. *What You Don't Know Can Hurt You: Introducing High-School Students to Student Affairs and Services*. Ontario School Counselors' Association (OSCA) Gold: Creating Pathways to Success (K-12). International Plaza Hotel, Toronto, Canada, 2014.
- 2014 **Arnold, C.**, & Moore, K. *Blueprints for Student Success: Improving High-School Students' Awareness of Student Affairs and Services*. Canadian Association of College and University Student Services (CACUSS): Navigating Change. St. Mary's University, Halifax, Canada, 2014.
- 2014 **Arnold, C.** *Transfer Literacy: Assessing Informational Symmetries and Asymmetries*. CACUSS: Navigating Change. St. Mary's University, Halifax, Canada, 2014.
- 2014 **Arnold, C.** *Simplification: Taking the Chance out of Transfer Credit*. "90 Ideas in 90 Minutes" session. CACUSS: Navigating Change. St. Mary's University, Halifax, Canada, 2014.
- 2014 **Arnold, C.** *Transfer Information and Dissemination: Utilizing Contract Theory and Soft-Paternalism*. ONCAT: Student Pathways in Higher Education. Sheraton Centre, Toronto, Canada, 2014.
- 2014 **Arnold, C.**, & Moore, K. *Blueprints for Student Success: Technological Applications*. Connect: Canada's Learning and Technology Conference. Scotiabank Convention Center, Niagara Falls, Canada, 2014.
- 2014 Peregrina-Kretz, D., **Arnold, C.**, Moore, K., Burrow, J., & Seifert, T. *Peers Helping Peers Navigate and Succeed in Post-Secondary*. CSSHE: Congress of the Humanities and Social Sciences. Brock University, St. Catharines, Canada, 2014.
- 2013 **Arnold, C.**, Vogt, K., Elias, K., & Burrow, J. *Two Roads Met in a Yellow Wood: Faculty and Student Affairs Perceptions of Student Success*. CACUSS: Passion. McGill University, Montreal, Canada, 2013.
- 2013 **Arnold, C.** *How to Train your Professor: Tips for Flight According to Students*. International Study Association on Teachers and Teaching (ISATT): Excellence of Teachers? Practice, Policy and Research. Ghent University, Ghent, Belgium, 2013.

- 2013 **Arnold, C.**, Denicolo, P., Short, A., Tierney, P., Simmons, N., Woolsey, S., & O'Rourke, C. *Critical Issues in Higher Education-Befriending Bologna: Students and Standardized Policies and Procedures Governing Higher Education in Europe*. ISATT: Excellence of Teachers? Practice, Policy and Research. Ghent University, Ghent, Belgium, 2013.
- 2013 **Arnold, C.** *Transfer Literacy: Assessing Informational Symmetries and Asymmetries*. CSSHE: Congress of the Humanities and Social Sciences. University of Victoria, Victoria, Canada, 2013.
- 2012 Seifert, T., **Arnold, C.**, Elias, K., & Peregrina-Kretz, D. *Working the Plan: How Staff Members Support Student Success*. ACPA: Create [Possibilities]. Kentucky International Convention Center, Louisville, United States, 2012.
- 2011 Wiggers, R., & **Arnold, C.** *Assessing Recruitment and Retention Strategies at Ontario Colleges and Universities: Recent Findings*. Noel Levitz National Conference on Student Recruitment, Marketing and Retention. Sheraton Denver Downtown, Denver, United States, 2011.
- 2011 **Arnold, C.** *The Transfer Literacy Gap: Assessing Informational Asymmetries*. ISATT: Back to the Future-Legacies, Continuities and Changes in Educational Practice, Policy and Research. University of Minho, Braga, Portugal, 2011.
- 2011 Wiggers, R., & **Arnold, C.** *Training New University Faculty: Recent Trends at Canadian Universities*. ISATT: Back to the Future-Legacies, Continuities and Changes in Educational Practice, Policy and Research. University of Minho, Braga, Portugal, 2011.
- 2011 Seifert, T., **Arnold, C.**, Burrow, J., & Brown, A. *How Informal Structures Support Students*. CACUSS: At the Heart of Diversity. Ryerson University, Toronto, Canada, 2011.
- 2011 **Arnold, C.** *How Effective are Student Services Interventions Targeted at Underrepresented Student Groups?* CSSHE: Congress of the Humanities and Social Sciences. University of New Brunswick/St. Thomas University, Fredericton, Canada, 2011.
- 2011 Wiggers, R., & **Arnold, C.** *Assessing Teaching and Learning Interventions and Innovations*. Opportunities and New Directions. University of Waterloo, Waterloo, Canada, 2011.
- 2011 Seifert, T., & **Arnold, C.** *Organizing Structure of Student Life Divisions: Communicating Who We Are and What We Do*. Women's Perspectives on Student Development. University of Toronto, Toronto, Canada, 2011.
- 2011 **Arnold, C.**, & O'Sullivan, M. *Transforming Student Sojourns into Life-Changing Opportunities*. Being Global: Strategies and Models for Internationalizing Canadian Higher Education. Chestnut Conference Centre, Toronto, Canada, 2011.
- 2010 Wiggers, R., & **Arnold, C.** *Assessing Teaching and Learning: Findings from HEQCO-Sponsored Research*. Research on Teaching and Learning: Integrating Practices. McMaster University, Hamilton, Canada, 2010.
- 2010 Wiggers, R., & **Arnold, C.** *Student Services Interventions for Teaching and Learning: Findings From HEQCO-Sponsored Research in Ontario Colleges*. Centennial Symposium on the Scholarship of Teaching and Learning. Mount Royal University, Banff, Canada, 2010.
- 2010 **Arnold, C.**, & Seifert, T. *Who and What of Student Life Divisions*. HEQCO Symposium: Enhancing Student Success in Ontario Higher Education. Ryerson University, Toronto, Canada, 2010.

- 2010 Seifert, T., & **Arnold, C.** *Organizing Structure of Student Life Divisions: Communicating Who We Are and What We Do*. CACUSS: Light it Up-Shine. University of Alberta, Edmonton, Canada, 2010.
- 2010 **Arnold, C.** *Transferring Best Practices on Transfer Policies*. CACUSS: Light it Up-Shine. University of Alberta, Edmonton, Canada, 2010.
- 2010 **Arnold, C.**, & O’Sullivan M. *Disrupting Liberal Discourse in a Neoliberal World: The Potential of Transformative Education During a Short-Term Study Abroad Course in Cuba*. Society for Teaching and Learning in Higher Education (STLHE): Creative Teaching and Learning. Ryerson University, Toronto, Canada, 2010.
- 2010 **Arnold, C.**, & Bolton, M. *Students with Disabilities in Canadian Post-Secondary Education: Issues of Access and Accommodation*. CSSHE: Congress of the Humanities and Social Sciences. Concordia University, Montreal, Canada, 2010.
- 2010 **Arnold, C.** *Transferring Best Practices on Transfer Policies*. CSSHE: Congress of the Humanities and Social Sciences. Concordia University, Montreal, Canada, 2010.
- 2009 **Arnold, C.** *Transfer Credits in Higher Education: The Path to Globalization*. ISATT: Navigating in Educational Contexts-Identities and Cultures in Dialogue. University of Lapland, Rovaniemi, Finland, 2009.
- 2009 **Arnold, C.** *Building Relationships among Communities of Learners*. 34th International Conference on Improving University Teaching (IUT): Navigating Innovations in Teaching and Learning. Simon Fraser University, Vancouver, Canada, 2009.
- 2009 **Arnold, C.** *Construct Theory: Stress and Transformative Education*. Research Colloquium. Brock University, St. Catharines, Canada, 2009.
- 2008 **Arnold, C.** *Borderless Education: Breaking Seams*. Global Citizenship Education and Post-Secondary Institutions: Policies, Practices and Possibilities. University of Alberta, Edmonton, Canada, 2008.
- 2008 **Arnold, C.** *University Transfer Credits: Are Students Abandoned in a Scuffle of Brand Loyalty?* STLHE: A World of Learning. Windsor University, Windsor, Canada, 2008.
- 2007 **Arnold, C.** *Transferable Academic Credits: Commodity or Albatross*. ISATT: Totems and Taboos: Risk and Relevance in Research. Brock University, St. Catharines, Canada, 2007.
- 2007 **Arnold, C.** *Welcome to \_\_\_ ★MART: Distributing Higher Education*. Crossing Borders. Brock University, St. Catharines, Canada, 2007.
- 2006 **Arnold, C.** *The Disparity and Despair of Transfer Credits*. Crossing Borders. Niagara University, Buffalo, United States, 2006. (Cited in the Toronto Star by columnist Carol Goar and Western University’s Gazette).

#### INVITED PRESENTATIONS

- 2015 **Arnold, C.** *Ph.D. Students in Policy Research*. Ministry of Training, Colleges and Universities (MTCU) Policy Research Symposium. Macdonald Block MTCU, Toronto, Canada, 2015.
- 2015 **Arnold, C.** *Filling the Gaps: An Action Plan for Increasing Stakeholder Transfer Literacy*. Ontario University Registrars’ Association (OURA) Annual Conference. Marriott Downtown Eaton Centre Hotel, Toronto, Canada, 2015.



- 2014      **Arnold, C.** *Research and Strategic Enrolment Mandate*. York University, Toronto, Canada, 2014.
- 2013      **Arnold, C.** *Research Findings: Transfer Literacy-Assessing Informational Symmetries and Asymmetries*. Ontario Universities' Council on Admissions (OUCA). Mattamy Athletic Centre, Toronto, Canada, 2013.
- 2013      Seifert, T., Burrow, J., Elias, K., **Arnold, C.**, & McCormack-Smith, L. *Two Roads Met in a Yellow Wood: Faculty and Student Affairs Perceptions of Student Success*. Mini-CACUSS. University of Toronto, Toronto, Canada, 2013.
- 2012      **Arnold, C.** *The Student Mobility Challenge*. Three New Campuses for Ontario: A Symposium on Options, Challenges and Possibilities. University of Toronto/OISE, Toronto, Canada, 2012. (Cited in University Affairs by columnists Rosanna Tamburri and Melonie Fullick).
- 2012      Seifert, T., **Arnold, C.**, Peregrina-Kretz, D., & Vogt, K. *How to Train your Professor: Tips for Flight According to Students*. Teaching and Learning Symposium: Higher Goals for Higher Learning. University of Toronto, Toronto, Canada, 2012.
- 2012      **Arnold, C.** *Proposal and Activities: Transfer Literacy-Assessing Informational Symmetries and Asymmetries*. OUCA. York University, Toronto, Canada, 2012.
- 2011      Seifert, T., **Arnold, C.**, Burrow, J., Brown, A., Elias, K., McCormack, L., & Peregrina-Kretz, D. *Supporting Student Success: The Role of Student Services within Ontario's Post-Secondary Institutions*. University of Toronto's Student Life Professionals (SLP). University of Toronto, Toronto, Canada, 2011.
- 2011      Wiggers, R., & **Arnold, C.** *Defining, Measuring and Achieving "Student Success" in Ontario Colleges and Universities*. Ontario College of Art and Design (OCAD) University, Toronto, Canada, 2011.
- 2011      **Arnold, C.** *Transfer Credits in Higher Education*. Student Access and Success Coordinating Committee (SASCC). Sheraton Centre, Toronto, Canada, 2011.
- 2010      Chambers, T., & **Arnold, C.** *Credit Transfer and Under-Represented Student Populations*. Conversation: Professional Learning at Work in the Learning Ministries. Macdonald Block MTCU, Toronto, Canada, 2010.

## CONFERENCES ATTENDED

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- 2015      Association for the Study of Higher Education (ASHE): Inequality and Higher Education. Hilton Denver Downtown-Convention Center, Denver, United States, 2015.
- 2015      Research in Colleges: Challenges and Opportunities Policy Research Symposium. University of Toronto/OISE, Toronto, Canada, 2015.
- 2015      Enrolment and Funding: Recurring Themes in Ontario Higher Education Policy. University of Toronto, Toronto, Canada, 2015.
- 2014      Policy Research Projects Symposium: Internships, Entrepreneurship and Teaching Faculty. HEQCO. University of Toronto, Toronto, Canada, 2014.
- 2013      Defining and Measuring Student Success: A Higher Education Policy Research Symposium. University of Toronto/OISE, Toronto, Canada, 2013.

- 2013 Rethinking Higher Education: Beyond the Buzzwords. HEQCO. Sheraton Centre, Toronto, Canada, 2013.
- 2013 Student Pathways in Higher Education. ONCAT. Westin Harbor Castle, Toronto, Canada, 2013.
- 2012 Learning to Earning. HEQCO. Sheraton Centre, Toronto, Canada, 2012.
- 2012 Student Pathways in Higher Education. ONCAT/College University Consortium Council (CUCC). Sutton Place, Toronto, Canada, 2012.
- 2011 Fear of Finance. HEQCO. Delta Chelsea Hotel, Toronto, Canada, 2011.
- 2010 Opportunities Excellence: Realizing the Promise of Higher Education. Canadian Millennium Scholarship Foundation (CMSF). Park Hyatt, Toronto, Canada, 2010.
- 2010 Student Retention: A College-Wide Imperative Conference. Colleges Ontario (CO). The Hilton, Toronto, Canada, 2010.

## RESEARCH APPOINTMENTS

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- 2015 ASSOCIATION OF REGISTRARS OF THE UNIVERSITIES AND COLLEGES OF CANADA/PAN-CANADIAN CONSORTIUM ON ADMISSIONS AND TRANSFER  
**Strategic Advisor**  
*Joanne Duklas, Duklas Cornerstone Consulting*  
*National Transcript and Transfer Credit Nomenclature Standards Project*  
*January 2015-December 2015*
  - *Responsibilities:* Create tools and supports to facilitate and advance student mobility in Canada. Specifically, national online searchable databases for transcript standards and transfer credit nomenclature will be assembled. The databases will guide policy developers and practitioners when creating transcript standards and transfer credit nomenclature and provide a valuable and essential aid to producers and reviewers of student transcripts. National community participants include the Association of Registrars of the Universities and Colleges of Canada (ARUCC), the British Columbia Council on Admissions and Transfer (BCCAT), Campus Manitoba, the New Brunswick Council on Articulations and Transfer (NBCAT), the Ontario Council on Articulation and Transfer (ONCAT), and the Pan-Canadian Consortium on Admissions and Transfer (PCCAT).
  - *Skills Developed:* Review documentation created for the consultation process; provide preliminary validation and additional perspective on the content contemplated for the databases; and appraise final content to ensure it is sufficiently robust and reflective of the needs of practitioners across the country.
- 2014-2015 ONTARIO COUNCIL ON ARTICULATION AND TRANSFER  
**Researcher**  
*Glenn Craney, Executive Director*  
*November 2014-December 2015*
  - *Responsibilities:* Implement a made-in-Ontario set of Principles for Credit Transfer Policies and Procedures based on recommendations resulting from my doctoral research (<http://individual.utoronto.ca/christinearnold/ONCAT.pdf>).

Lead Ontario's 44 publicly funded colleges and universities in the tracking of their current policies and procedures against the established Principles, a key priority of the Ministry of Training, Colleges and Universities. Finalize institutional information with key contacts and post points about how institutions meet the Principles on the [www.ontransfer.ca](http://www.ontransfer.ca) website. The resulting record will provide information about each institution's alignment so that students can make informed decisions about their education.

- *Skills Developed:* Review and synthesize policies and procedures outlined on institutional websites and within marketing material; liaison with Ontario's 44 publically funded colleges and universities regarding the availability and vetting of all information; create draft documents for each institution that detail how their policies and procedures align with the Principles; institute common language; and assemble material in a student friendly manner for posting on the *ONTransfer* website.

• 2013-2015

UNIVERSITY OF TORONTO/OISE

**Youth Outreach Coordinator**

*Dr. Tricia Seifert, Associate Professor*

*Blueprints for Student Success Project (Funded-Ontario Ministry of Economic Development and Innovation)*

*May 2013-December 2015*

- *Responsibilities:* Develop, market and implement a youth outreach strategy ([www.blueprintsforstudentsuccess.com](http://www.blueprintsforstudentsuccess.com)) via a grant from the Ontario Ministry of Economic Development and Innovation, aimed at educating high-school students about support programs and services available at post-secondary institutions. This project was developed out of findings from the *Supporting Student Success* project, a multi-institutional study that examines the relationship between post-secondary organizational structures and cultures with respect to student success ([www.supportingstudentsuccess.wordpress.com](http://www.supportingstudentsuccess.wordpress.com)). The research findings prompted the development of a website that would provide high-school students with the language of post-secondary education and develop an awareness of the programs and services designed to support their success before beginning college or university. *Blueprints for Student Success* contains a blueprint or framework of the typical programs and services that commonly exist on post-secondary campuses to support student success; what these program and service areas typically do; suitable questions students may ask upon visiting each area; and inventive initiatives and programs currently in place.
- *Skills Developed:* Construct interactive websites, advertisement cards and brochures using graphic design principles (Adobe Photoshop, Microsoft Publisher, HTML and BlueHost); liaison with the Ontario School Counselors' Association and secondary school educators; and create, schedule and implement 60 minute interactive information sessions for under-represented high-school students participating in *Pathways to Education* ([www.pathwaystoeducation.ca](http://www.pathwaystoeducation.ca)) after-school programs.

• 2013-2015

CENTENNIAL COLLEGE

**Principal Investigator**

*Sean Woodhead, Manager, Pathways & Academic Partnerships*

*Transferability Expectations and Realities Project (Funded-ONCAT)*

*July 2013-January 2015*

- *Responsibilities:* Primary Investigator on the *Transferability Expectations and Realities* research project, a multi-year government funded research study utilizing a mixed methods approach. Conduct pre-surveys, post-surveys and focus groups with students who applied for Recognition of Prior Learning (RPL) credit at the college in their first semester in order to measure: (1) incoming learner expectations against subsequent received credit and (2) perceptions regarding transferability adjusted between the initial point of contact and the first term's end. Collect data across three distinct intake cohorts: (1) Fall 2013, (2) Winter 2014 and (3) Summer 2014. Additionally, undertake an assessment of advising techniques, academic regulations and procedures. Communicate with the project funder on an ongoing basis, providing frequent updates as the project moves through each deliverable milestone.
- *Skills Developed:* Leadership and teamwork; time management; creating research proposals, preparing material for REB application, conducting literature reviews; constructing pre- and post-surveys (FluidSurveys) and focus group protocols to be used across multiple student cohorts; collecting and analyzing quantitative and qualitative data (OCAS and Centennial College Banner and Enrolment Services data); and writing interim and final reports.

• 2009-2015

UNIVERSITY OF TORONTO/OISE

**Researcher**

*Dr. Tricia Seifert, Associate Professor*

*Supporting Student Success Project (Funded-Association of Registrars of the Universities and Colleges of Canada, Connaught New Researcher Award, HEQCO and SSHRC).*

*September 2009-August 2015*

- *Responsibilities:* Examine the organizational structures, behaviour and leadership styles of student affairs divisions and how they influence the work of student life professionals in supporting student learning and success. Review charters and websites to identify how student affairs-related areas are organized. Conduct site visits across 14 institutions (5 colleges and 9 universities) in Ontario leading interviews/focus groups with student life professionals, faculty and students.
- *Skills Developed:* Constructing interview/focus group protocols and schedules; moderating interviews/focus groups; transcribing; document analysis; coding qualitative data (NVivo); writing institutional summary reports; drafting research results for publication; composing research based blog posts; managing social media sites (WordPress, Facebook and Twitter); and preparing conference proposals and presenting academic research at national and international symposia and colloquiums.

• 2014

UNIVERSITY OF TORONTO/OISE

**Researcher**

*Dr. Elizabeth Leesa Wheelahan, Associate Professor & William G. Davis Chair in Community College Leadership*

*May 2014-August 2014*

- *Responsibilities:* Study the profile of qualifications awarded in colleges and universities, and the roles they play in forming educational and labor market pathways in Canada. Specifically, investigating the relationships that exist

between qualifications within fields of education and current economic conditions and labor market demands. The following broad questions guided the investigation: (1) To what extent are qualifications linked by field of education? (2) How is the process of developing linked qualifications affected by ongoing socioeconomic trends and the success of students in the labor market? 3) In what ways are qualifications used as signalling and screening devices in the labor market?

- *Skills Developed:* Statistical research and analysis; preparing literature reviews on the broader social purposes of post-secondary qualifications, links to the labor market, and the differences between national systems in liberal market economies and coordinated market economies; collecting data from NGO, national and international government organizations; and developing proposals for submission to external funding agencies for multi-year research support.

• 2011

OCAD UNIVERSITY

**Transfer Credit Project Coordinator**

*Deanne Fisher, Associate Vice-President of Students*

*February 2011-May 2011*

- *Responsibilities:* Review (5) existing college-university bilateral agreements and create outreach materials – including web content and print material to highlight these agreements and increase student participation in transfers. Through consultation with Admissions, the Registrar’s Office and the Faculties of Art, Design and Liberal Studies develop an “FAQ on Transfer Credit” for the OCAD University website. Analyze historical data on results of credit transfer applications made by students entering OCAD University from Ontario colleges. Review curricula from colleges with which OCAD University does not currently have articulations and make recommendations for further agreements based on compatibility of programs and/or potential diploma-degree combinations.
- *Skills Developed:* Collecting and analyzing quantitative data (OCAD University Registrar data); document analysis; moderating interviews; curriculum review; constructing web content and print material; creating graphs and figures (Excel); and presentation skills (PowerPoint and Prezi).

• 2010- 2011

HIGHER EDUCATION QUALITY COUNCIL OF ONTARIO

**Research Intern & Analyst**

*Dr. Ken Norrie, Vice President (Research) & Dr. Richard Wiggers,*

*Executive Director (Research & Programs)*

*May 2010-December 2011*

- *Responsibilities:* Research degree granting quality assurance frameworks in OECD countries located within the European Union along five primary indicators: quality assurance offices, evaluation criteria, external reviewer selections, cyclical program reviews, and recognition of quality assurance frameworks. In addition, prepare briefings, graphs, tables and presentations for research executives. Assist in the writing of academic reports for publication and the preparation of conference materials. Conduct quantitative data analysis using Statistics Canada’s Post-Secondary Student Information System (PSIS), University and College Academic Staff System (UCASS) and Census of Canada data on issues of relevance to the provincial government (Student affairs and services, teaching and learning, financial

assistance and graduate education). Review and evaluate funding proposals (RFPs reviewed include: Teaching and Learning, Financial Literacy, Technology in the Classroom, and the Collegiate Learning Assessment [CLA] totaling over \$5,000,000). Assist in the organization of conferences and workshops; moderate conference sessions; and present research findings. Review job applicants' cover letters, CVs and conduct interviews as a member of a hiring committee in search of Fall/Winter interns.

- *Skills Developed:* Conducting literature reviews; creating graphs and figures (Excel); preparing briefings; writing and editing publications; drafting RFPs; evaluating grant proposals; managing interviews; and presentation skills (PowerPoint).

• 2009-2011

CENTRE FOR THE STUDY OF STUDENTS IN POST-SECONDARY EDUCATION

**Researcher & Conference Co-Chair**

*Dr. Tony Chambers, Director*

*September 2009-August 2011*

- *Responsibilities:* Investigate accountability in post-secondary education via the assessment of teaching and learning practices; financial aid systems/student literacy; and access and attainment rates of Aboriginal, first generation, immigrant, low socio-economic and students with disabilities. As conference Co-Chair of the international conference, *Women's Perspectives on Student Development*, lead the Centre's staff members in marketing, recruiting, budgeting, hiring personnel; selecting keynote speakers and composing conference materials and programs.
- *Skills Developed:* Preparing material for REB application; reviewing questionnaires and surveys; conducting literature reviews; drafting research results; sending communications; constructing interactive websites and advertisements using graphic design principles (Microsoft Publisher and Adobe Photoshop); managing finances; reviewing conference proposals; hiring; scheduling and reservations; and presentation skills (PowerPoint and Prezi).

• 2009-2010

UNIVERSITY OF TORONTO/OISE

**Graduate Research Assistant**

*Dr. Daniel Lang, Professor Emeritus*

*Degree Articulation and Student Choice: Examination of Decision Patterns among College Students Project (Funded-HEQCO)*

*September 2009-April 2010*

- *Responsibilities:* Explore the nature, timing and prevalence of college student decisions to pursue degree articulation programs. Examine student demand for degree articulation programs, particularly related to timing, geography and academic programming, based on college entrance surveys and interviews following a cohort of students.
- *Skills Developed:* Moderating interviews; transcribing; analyzing quantitative and qualitative data obtained from interviews using SPSS and thematic coding techniques; conducting literature reviews; and drafting research results for publication.

▪ 2008

BROCK UNIVERSITY

**Research Assistant (Department of Economics)**

*Dr. Felice Martinello, Associate Professor*

*Measuring the Effectiveness of Student Assistance (MESA) Project  
May 2008-September 2008*

- *Responsibilities:* Conduct literature reviews and research on over forty Canadian universities using Academic Calendars over a span of ten years. Analyze academic regulations (grading schemes, GPA calculations, credit values/weight, course drop dates, tuition refund schedules, course repeats, probation policies and expulsion processes).
- *Skills Developed:* Conducting literature reviews; synthesizing collected data (Excel); and editing academic papers.

▪ 2006-2009

BROCK UNIVERSITY

**Research Assistant (Faculty of Education)**

*Dr. Michael Kompf, Professor Emeritus*

*September 2006-August 2007*

- *Responsibilities:* Investigate credit transfer procedures and policies, quality assurance mechanisms and degree accreditation nationally and internationally. Compose an Aboriginal Education Additional Qualification (AQ) course for the Faculty of Education.
- *Skills Developed:* Completing ethics reviews; survey design; moderating interviews; writing academic articles; presentation skills (national and international academic conferences); drafting course syllabi; course assignments; locating and organizing readings by weekly topic; and developing assessment tools for K-12 Ontario elementary and post-secondary teachers.

## TEACHING APPOINTMENTS AND MENTORSHIP

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▪ 2016

UNIVERSITY OF TORONTO/OISE

LHAE 1820- Lifelong Learning and Vocational Education (Lectures)

▪ 2016

BROCK UNIVERSITY

MPCE 6P08- The Organization of Canadian Higher Education (Lectures)

▪ 2015

UNIVERSITY OF TORONTO/OISE

SSHRC Masters and Doctoral Grant Writing Workshop

▪ 2012

UNIVERSITY OF TORONTO/OISE

LHAE 1821- Institutional Differentiation in Post-Secondary Education (Lectures)

▪ 2011

UNIVERSITY OF TORONTO/OISE

Conference Proposal and Presentation Workshop

▪ 2011

UNIVERSITY OF TORONTO/OISE

LHAE 1803- Recurring Issues in Post-Secondary Education (Lectures)

▪ 2010

BROCK UNIVERSITY

EDUC 5P52- Contemporary Issues in Higher Education (Lectures)

## EDUC 5N99- Graduate Seminar in Education (Lectures)

- 2006-2008 BROCK UNIVERSITY  
EDUC 1F95- Introduction to Foundations of Education  
EDUC 4P02- Curriculum and Assessment  
CHYS 2F10- Child and Youth Development

## ACADEMIC AND PROFESSIONAL SERVICE

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### COMMITTEES, COUNCILS AND WORKING GROUPS

- 2014-2016 • Learning Outcomes Steering Committee: ONCAT
- 2013-2016 • Canadian National Representative: ISATT
- 2011-2013 • OISE Faculty Council Member. Leadership, Higher and Adult Education graduate student representative
- 2011-2013 • OISE Executive Committee Member. Leadership, Higher and Adult Education graduate student representative
- 2011-2012 • OISE Departmental Mission and Mandate Working Group Member
- 2010-2012 • OISE Graduate Education Committee (GECO) Member

### EDITORIAL BOARDS AND SCHOLARLY REVIEWING

- 2014 • **Reviewer**, Journal of Transformative Education (JTED)
- 2013 • **Reviewer**, Higher Education Perspectives Journal (HEPJ)

### CONFERENCE PLANNING AND ORGANIZATION

- 2016 • **Proposal Reviewer**, ACPA, Palais des congrès de Montréal, Montreal, Canada, 2016.
- 2016 • **Proposal Reviewer**, CSSHE: Congress of the Humanities and Social Sciences, University of Calgary, Calgary, Canada, 2016.
- 2015 • **Organizing Committee**, ONCAT, Learning Outcomes and Transfer Pathways Colloquium, University of Toronto/OISE, Toronto, Canada, 2015.
- 2015 • **Session Chair**, Student Pathways in Higher Education, ONCAT, Marriott Downtown Eaton Centre Hotel, Toronto, Canada, 2015.
- 2012 • **Session Chair**, Learning to Earning, HEQCO, Sheraton Centre, Toronto, Canada, 2012.
- 2011 • **Organizing Committee and Session Chair**, Fear of Finance, HEQCO, Delta Chelsea Hotel, Toronto, Canada, 2011.
- 2011 • **Proposal Reviewer**, Research on Teaching and Learning: Integrating Practices, McMaster University, Hamilton, Canada, 2011.
- 2011 • **Panel Organizer and Session Chair**, CSSHE: Congress of the Humanities and Social Sciences, University of New Brunswick/St. Thomas University, Fredericton, Canada, 2011.
- 2011 • **Proposal Reviewer**, STLHE: From Here to the Horizon, University of Saskatchewan, Saskatoon, Canada, 2011.
- 2011 • **Conference Co-Chair and Proposal Reviewer**, Women's Perspectives on Student Development, University of Toronto, Toronto, Canada, 2011.
- 2010 • **Session Chair**, Dean's Graduate Student Research Conference, University of Toronto/OISE, Toronto, Canada, 2010.

## PROFESSIONAL MEMBERSHIPS

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- Ontario College of Teachers (OCT)
- Society for Teaching and Learning in Higher Education (STLHE)



- Canadian Society for the Study of Education/Higher Education (CSSE/CSSHE)
- Canadian Association of College and University Student Services (CACUSS)
- American College Personnel Association (ACPA)
- American Educational Research Association (AERA)
- International Study Association on Teachers and Teaching (ISATT)

#### **ADDITIONAL PROGRAMS/TRAINING**

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- OISE Teaching in Academia: Higher Education Certification
- NVivo Training Part 1 and 2
- SPSS Training Part 1 and 2
- Statistics Canada, Real Time Remote Access (RTRA)
- Intense Behavioural Interventionist (IBI) Training
- School to Work Initiative, Niagara College
- Non-Violent Crisis Intervention
- Library Research and Design Workshop
- First Aid and CPR Certification
- American Sign Language Part 1 and 2

#### **COMPUTER/DATA ANALYSIS SKILLS**

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- NVivo, SPSS, RTRA, Word Perfect, Microsoft Word, Microsoft Publisher, Excel, PowerPoint, Prezi and Adobe Photoshop.