



The Electronic Newsletter of the Association for Institutional Research (AIR)

Vol. 26 No. 32 1/27/2006

Serving Institutional Research Professionals and Those Engaged in Management
Research, Policy Analysis & Planning Since October 22, 1986

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Current Subscribers: 6472

Next Issue Copy Deadline:
2/21/2006

Next Issue Target Publication Date:
2/24/2006

The newsletter welcomes news items related to management research, policy analysis and planning; persons changing jobs or retiring; requests for help or suggestions from readers; announcements of professional meetings and conferences; comments about recent publications; abstracts of papers which authors are willing to share; job announcements; philosophical and/or humorous thoughts; and more. This online publication is available free to anyone interested in institutional research.

If you wish to subscribe, change your subscription address, or unsubscribe, go to <http://www.airweb.org/page.asp?page=133>

If you would like to submit articles, requests or information for consideration and inclusion in the newsletter, please contact Meihua Zhai, Editor, at: (mzhai@gmu.edu).

Persons seeking jobs in institutional research, planning, or policy analysis should plan to check the AIR web page every couple of days for new positions. Point your browser to the following URL: <http://airweb.org> (look under "Jobs")

For further information regarding the Association for Institutional Research, contact Terrence Russell, Executive Director, AIR, 222 Stone Bldg., Florida State University, Tallahassee, FL 32306-4462; Telephone: (850) 644-4470 or via e-mail: (air@mailers.fsu.edu).

AIR News

2005-06 Election Results

Denise P. Sokol, AIR Immediate Past President

Sandra K. Johnson, AIR President

The Association for Institutional Research Board of Directors is pleased to announce the 2005-06 election results. Congratulations to everyone who participated in this process, especially the members who consented unselfishly to fill the slate. Our Association would have been very well served by any of the candidates.

Newly elected Board members and Nominating Committee are:

Vice President - Mary Ann Coughlin, Assistant Vice President for Academic Affairs and Associate Professor of Research and Statistics, Springfield College;

2007 Associate Forum Chair - Michelle Hall, Director of the Office Institutional Research and Assessment, Southeastern Louisiana University;

Membership Committee Chair - Alan J. Sturtz, Director of Institutional Research and Planning, Connecticut State University System; and

Publications Committee Chair - Gary R. Pike, Director of Institutional Research, Mississippi State University.

The following AIR members were elected to the 2006 Nominating Committee for a one-year term:

Michelle S. Appel, Senior Research and Policy Analyst, University of Maryland;

Peggye K. Cohen, Assistant Vice President of Institutional Research, George Washington University;

William R. Fendley, Executive Director of Institutional Research and Assessment, University of Alabama;

Timothy A. Walsh, Director of Institutional Research, Temple University; and

Mindy Wang, Director of the Office of Planning and Institutional Research, Catholic University of America.

These individuals will take office at the end of the Annual Business Meeting, Wednesday, May 17, 2006, in Chicago, Illinois.

To view pictures and additional details about your newly elected Board members and Nominating Committee please go to <http://airweb.org> and select Elections Results or go to <http://www.airweb.org/electionresults.html>

Sincerely,

Denise P. Sokol
Nominating Committee Chair/Immediate Past President

Sandra K. Johnson
President

AIR Deadline

Nomination Deadline for the 2006 AIR John E. Stecklein Distinguished Membership Award and the AIR Outstanding Service Award is January 31, 2006

James F. Trainer, AIR Membership Committee Chair

The AIR Membership Committee seeks your active participation for nominations for the AIR John E. Stecklein Distinguished Membership Award and the AIR Outstanding Service Award. The deadline for nominations for these awards is January 31, 2006, just a few days away!

Distinguished Membership is awarded for a lifetime and should be a meaningful recognition bestowed sparingly to people who have made significant and substantial contributions to the field of institutional research. Distinguished Membership should not be used to recognize persons retiring from active service in institutional research, who perhaps may have earned "emeritus" rather than "distinguished" membership status.

The Outstanding Service Award is meant to recognize members or former members who have made extraordinary and sustained contributions to the Association for at least five years. This award may be awarded posthumously.

Please submit your nominations for both of these awards online at: <http://www.airweb.org/page.asp?page=226>

An affirmative vote of two-thirds of the Board of Directors shall be required to grant either of the awards.

To view the list of past AIR John E. Stecklein Distinguished Member Award and the AIR Outstanding Service Award winners, please go to: <http://www.airweb.org/page.asp?page=500>

Additional information on these awards and the processes and criteria related to each can be found at:

<http://www.airweb.org/page.asp?page=79>

Sincerely,

James F. Trainer
AIR Membership Committee Chair

E-AIR Limerick Contest

Limerick Contest

Marne Einarson, Cornell University (mke3@cornell.edu)

It's that time of year when the December holidays are an increasingly fading memory and the rest of winter seems to stretch endlessly before us. We think a good dose of humor might help to combat this mid-winter slump and with that objective in mind we are announcing the e-AIR Limerick Contest!

We invite you to create an original limerick, or two, or three... Entries should follow the basic limerick format and must have something to do with institutional research. To get your creative juices flowing, here is a sample limerick (although we are confident that you, our readers, can do much better than this!):

When doing research institutional
Avoid writing reports convolitional.
Show some facts, brief and true,
And a graphic or two
And you will be simply sensational!

E-mail your limerick(s) to Marne Einarson (mke3@cornell.edu) by March 1st. All entries received by that date will be stripped of identifying information, assigned an entry number, and forwarded to our esteemed panel of judges – Vic Borden, Dawn Geronimo Terkla, and Fred Volkwein. The winning limericks will be published in the March e-AIR newsletter. And who knows? They might even wind up being set to music by our very own AIR windbreakers. So get busy rhyming!

Marne Einarson

p.s. Many thanks to my colleagues in the Finger Lakes Association for Institutional Research for inspiring this contest!

NCES Publication News

New Web Versions of the Education Statistics Quarterly-Vol. 7 Issues 1&2

New web versions of the Education Statistics Quarterly-Vol. 7 Issues 1&2 have been released on the NCES website.

You may browse Volume 7 of the Quarterly by visiting:
http://nces.ed.gov/programs/quarterly/vol_7/1_2/

The Quarterly offers a comprehensive overview of work done across all of NCES. Each issue includes short publications and summaries covering all NCES publications and data products released in a given time period as well as notices about training and funding opportunities. In addition, each issue includes a featured topic with invited commentary, and a note on the topic from NCES. This is the final issue of the Quarterly being produced by NCES.

You may also view various tables and figures from the Quarterly and other NCES publications by visiting our Tables & Figures Search Tool:
<http://nces.ed.gov/quicktables/>

This search tool lets you locate all tables/figures/charts published in the inventory of NCES' "Education Statistics Quarterly", the National Education Data Resource Center (NEDRC) Postsecondary Tables Library, the Condition of Education, the Digest of Education Statistics, and other NCES publications. Tables are constantly being added to this database.

Background Characteristics, Work Activities, and Compensation of Instructional Faculty and Staff: Fall 2003 (NCES 2006-176)

This publication is the second from the 2004 National Study of Postsecondary Faculty (NSOPF:04), a study of faculty and instructional staff in public and private not-for-profit 2-year-and-above postsecondary institutions in the United States. This report describes the background characteristics, work activities, and compensation of instructional faculty and staff in fall 2003, by employment status, institution type, and program area. The results show that the majority (57 percent) of instructional faculty and staff were employed full time in fall 2003.

Women made up a larger proportion of part-time than full-time instructional faculty and staff (47 percent vs. 38 percent). The average basic salary from the institution for full-time instructional faculty and staff in all types of institutions was \$66,800, and the average basic salary for part-time instructional staff was

\$11,000 in 2003.

To download and view this publication please visit:
<http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2006176>

NCES Education Statistics Quarterly-Vol. 7 Issues 1&2

The NCES 'Education Statistics Quarterly' offers a comprehensive overview of work done across all of NCES. Each issue includes short publications and summaries covering all NCES publications and data products released in a given time period as well as notices about training and funding opportunities. In addition, each issue includes a featured topic with invited commentary, and a note on the topic from NCES. This is the final issue of the Quarterly being produced by NCES.

To download, view and print the publication as a pdf file, please visit:
<http://nces.ed.gov/pubsearch/pubsinfo.asp?pubid=2006614>

Navigating Resources for Rural Schools

NCES has recently updated its rural education website, Navigating Resources for Rural Schools. The updated website is part of a series of new developments underway to increase access and make the data more consistent and useful to the rural education research community. The revised website is a first step in finding statistics on rural education data that NCES collects. The site starts with a basic overview of how locale is defined in various NCES data collections. The section on students shows tables on enrollment and participation rates, assessment, progress through school, and expenditures and revenues per student. The section on teachers includes statistics on their credentials, salaries, attrition, and student/teacher ratios. Course offerings are found with school discipline, technology, and other measures in the section on the school environment. Sections on community and financial support provide data on parents' satisfaction and engagement with schools, as well as customary measures of fiscal resources.

To view this website please go to: <http://nces.ed.gov/surveys/ruraled/>

AAUP News

AAUP Faculty Compensation Survey 2005-06

John W. Curtis, AAUP Research Office (jcurtis@aaup.org)

Data processing for our annual survey is now well underway. All survey contacts should have received an e-mail sent January 12 with a status update on the survey process. If you are the contact for your institution, please log in and check out the new features on our site described in the e-mail. If you did not

receive this e-mail, please let us know; our contact e-mail for the survey is aaupfcs@aaup.org and the telephone number is (202) 737-5900 ext. 3018. Our survey home page is at <https://research.aaup.org/fcs>. If you are not the contact for your institution, please pass this information along.

If your institution has not yet submitted data, it's not too late—but please don't delay! We are now beginning the aggregate data analysis that will allow you to compare your institution by category both nationally and regionally. The more institutions we have included in that aggregate analysis, the better the comparison will be. And the sooner you submit your data, the more time you'll have to make any necessary corrections.

We are working on a printable version of the survey verification report, and hope to have that available soon. We also plan to make peer comparison reports available as soon after February 1 as possible; please hold off on submitting your requests until then. We will be e-mailing all of our survey contacts with further information about these items as they are ready. Our annual report will be published in mid-April.

Thanks very much for participating in our survey.

John Curtis

John W. Curtis, Director of Research
AAUP Research Office

PCFYC News

Application for participation in the Foundations of Excellence® in the First College Year 2006-07 National Select Cohort

Randy Swing, Policy Center on the First Year of College (swing@fyfoundations.org)

Application for participation in the Foundations of Excellence® in the First College Year 2006-07 National Select Cohort is now open.

Not all assessment efforts are created equal. A few actually lead to campus improvement in the critically important areas of student learning and persistence.

Foundations of Excellence uses traditional institutional research and assessment data, new surveys of faculty/staff and students, and a campus-wide task force to focus on the critically important experiences of new students (traditional and non-traditional age). With grants from the Lumina Foundation for Education and The Atlantic Philanthropies, fifty (50) four-year colleges and universities and ten (10) two-year colleges have undertaken the Foundations of Excellence® self-study, and improvement planning process.

Many past assessment and data collection efforts have failed to produce institutional improvement. The Foundations of Excellence process guides a campus through an "inventory of current practices", focuses it on an aspirational model of excellence developed by over 300 campuses, provides interactive data analysis tools, and engages faculty and staff in rich discussions and action planning based on evidence. Because of the importance of the first year, many campuses are focusing on first-year issues voluntarily and as part of their reaffirmation of accreditation.

Full details are available at <http://www.fyfoundations.org>.

Randy

Randy Swing, Ph.D.
Co-Director and Senior Scholar
Policy Center on the First Year of College

RETENTION 2006 Conference

RETENTION 2006 CONFERENCE - May 21-23, 2006, Las Vegas, NV

Watson Scott Swail, Educational Policy Institute (wsvail@educationalpolicy.org)

The Educational Policy Institute <http://www.educationalpolicy.org> invites all researchers, administrators, practitioners, and policymakers to participate in Retention 2006. The conference offers attendees the unique opportunity to discuss issues related to increasing the persistence of students on campus. Registration is now open. For more information, visit the conference website at www.educationalpolicy.org/retention2006.

CALL FOR PAPERS

RETENTION 2006 is now accepting proposals for presentations, panels, posters, and roundtables for this year's Las Vegas conference. Proposals may be submitted by individuals, institutions, institutes, foundations, associations, and education service providers. Subjects may include, but are not limited to:

- * Evidence-based practices and strategies at four-year, two-year, and proprietary institutions;
- * Student tracking and monitoring;
- * Institutional change;
- * Program planning and implementation;
- * Students with disabilities;

- * Solutions for HBCUs, HSIs, and Tribal Colleges
- * International programs/strategies;
- * Research, evaluation, and impact analysis; and
- * Best practices in financial aid, student services, academic services, recruitment and admissions, and teaching and learning.

The deadline for proposals is Wednesday, February 15, 2006. Visit our website for more information and to download a proposal form.

Watson Scott Swail

Dr. Watson Scott Swail
President & CEO
Educational Policy Institute
2345 Valle Rio Way
Virginia Beach, VA 23456
(540) 288-2322
wswail@educationalpolicy.org
www.educationalpolicy.org

Help

Seeking Sample Job Description

We are interested in creating a position that assists us in meeting data management and web management needs of our office. The web management needs include managing surveys on the web. Also, it is also important that the person has an understanding of institutional research.

If you presently have a similar position in your office, please send, email or fax a copy of the job description to me:

pjboone@asu.edu
Telephone: (480) 727-1494
Fax: (480) 727-1876

Thanks!

PJ Boone-Edgerton

PJ Boone-Edgerton Longoni
Arizona State University
Office of Planning & Budget at the Polytechnic campus
7001 E Williams Field Rd, Building 10
Mesa, AZ 85212

Editors' Book of the Month

Marne Einarson, Cornell University (mke3@cornell.edu)

Through the BOOK OF THE MONTH feature, we hope to acquaint you with publications that provide practical guidance on the technical or administrative aspects of our profession, offer current research and/or provoke thought and discussion on current issues in higher education.

This month's book is actually an essay: *The Cognitive Style of PowerPoint* by Edward R. Tufte. It was published in 2003 by Graphics Press, Cheshire, CT and can be ordered on-line at www.edwardtufte.com/tufte/powerpoint

I became a huge fan of Edward Tufte after reviewing his book, *The Visual Display of Quantitative Information*, in the August 2004 issue of this newsletter. So when I recently picked up his essay titled *The Cognitive Style of PowerPoint* I looked forward to reading his tips for how to effectively present information using PowerPoint – wrong!!! Rather than providing a “how to” guide for composing a PowerPoint presentation, Tufte delivers a searing critique of this software that essentially enjoins us not to use it! For a habitual user of PowerPoint like me, this was quite disconcerting.

I agree with some of Tufte's criticisms of PowerPoint. The content limitations of PP slides make it difficult and occasionally impossible to communicate complex concepts effectively. Who among us has not sat through presentations that offer either a mind-numbing avalanche of wordy slides and too-small charts – or conversely – a handful of slides with cryptic bullets of information accompanied with flashy pieces of clip art? The former approach would certainly benefit from the provision of printed materials with better graphics, while the latter approach risks misrepresenting data and smacks uncomfortably (for me, at least) of a sales presentation. Couple either of these approaches with the unfortunate tendency of some presenters to read their slides out word for word to their audience, and I can empathize a tiny bit with Tufte's scorn for this software.

All that being said, I'm not planning to wipe PowerPoint off my computer anytime soon. I have witnessed many superb PowerPoint-based presentations at AIR Forums and elsewhere. However, I do think Tufte's essay rightfully argues for the judicious use of this software. His treatment of the shortcomings of PP provide important cautions to keep in mind when deciding whether and how best to compose a visual presentation of information. For that, and for his humorous reduction of the Gettysburg Address to a PowerPoint presentation, I think this essay is well worth reading.

Marne

Technical Tips from the Field

Name Changing and Title Cleansing in Microsoft Excel

Meihua Zhai, George Mason University mzhai@gmu.edu

This corner of the newsletter is reserved for readers to share practical tips, techniques and shortcuts that can make a difference in our work. Please share your technical prowess with us and send your tips to Meihua Zhai (mailto:mzhai@gmu.edu). Since this is a small corner, KISS (Keep It Short and Smart) will work the best.

Changing Names to Proper Case

If you ever need to convert names in MS Excel from all caps, as in MEIHUA ZHAI, to Meihua Zhai, you may use a string text function in Excel called PROPER to do the work. If cell A2 contains the text MEIHUA ZHAI, the formula would return Meihua Zhai in cell B2:

	A	B
1		
2	MEIHUA ZHAI	Meihua Zhai
3	MARNE EINARSON	Marne Einarson

Figure 1

Cleansing Titles from Names and Changing the Names to Proper Case

Sometimes you find that you need to strip people's title such as Mr., Ms., Mrs. from the name column but keep the title if it is Dr. You may accomplish this task with the following formula in Excel:

	A	B
1		
2	Removing titles from names and change all caps to proper case	
3	MS. MEIHUA ZHAI	Meihua Zhai
4	DR. MEIHUA ZHAI	Dr. Meihua Zhai
5	MRS. MEIHUA ZHAI	Meihua Zhai

Figure 2

Functions used in the above formula:

Function Name	Function	Syntax	Used in the Formula
LEFT	Returns the first character or characters in a text string, based on the number of characters you specify.	LEFT(text, num_chars)	LEFT(A3,2) LEFT(A3,3)
RIGHT	Returns the last character or characters in a text string, based on the number of characters you specify.	RIGHT(text, num_chars)	RIGHT(A3,LEN(A3)-FIND(" ",A3))
LEN	Returns the number of characters in a text string.	LEN(text)	LEN(A3-FIND(" ", A3))
FIND	locates one text string within a second text string, and returns the number of the starting position of the first text string from the first character of the second text string.	FIND(find_text, within_text, start_num)	FIND(" ",A3)
OR	Returns TRUE if any argument is TRUE; returns FALSE if all arguments are FALSE.	OR(logical1, logical2,...)	OR(LEFT(A3,2)="Mr",LEFT(A3,3)="Mrs",LEFT(A3,2)="Ms")
IF	Returns one value if a condition you specify evaluates to TRUE and another value if it evaluates to FALSE.	IF(logical_test, value_if_true, value_if_false)	IF(OR(LEFT(A3,2)="Mr",LEFT(A3,3)="Mrs",LEFT(A3,2)="Ms"),RIGHT(A3,LEN(A3)-FIND(" ", A3)),A3)

<p>PROPER</p>	<p>Capitalizes the first letter in a text string and any other letters in text that follow any character other than a letter. Converts all other letters to lowercase letters.</p>	<p>PROPER(text)</p>	<p>=PROPER(IF(OR (LEFT(A3,2)="Mr", LEFT(A3,3)="Mrs", LEFT(A3,2)="Ms"), RIGHT(A3,LEN(A3)-FIND(" ",A3)),A3))</p>
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Other Tips from the Field

Tips and Techniques for an Outstanding Presentation

Robert Daly, University of California, Riverside (bob.daly@ucr.edu)

(This article is the first in a series of tips and techniques to help you prepare for your Forum presentation. Its purpose is to serve as an introduction and to start you on the path to creating an outstanding presentation. During the next few months, I will be summarizing many of the tips and techniques that have been developed by presentation experts. I will be providing links so you can watch the pros in action, show you some different presentation styles that you can emulate, give you some do's and don'ts when using PowerPoint, tips on using images and graphics, and just try to help you prepare for your presentation. And at any time, please feel free to write me if you have questions or suggestions.)

Tip 1 -- Keep It Simple and Short (KISS)

Your paper presentation proposal for the Chicago Forum has been accepted. In many ways, preparing the proposal was the easy part. The hard part is about to begin and that is preparing your 2006 Forum presentation.

You submitted your proposal because you have an important message to convey, and want to convey it clearly, precisely, quickly, and effectively. You want to make a lasting impression. To make this happen, keep a modified KISS principle in mind.

The KISS principle is a popular maxim often invoked when discussing a design process as a reminder to avoid unnecessary complexity. The traditional expansion of this acronym is "Keep it Simple, Stupid". But, when designing your Forum presentation, think of the acronym as meaning "Keep It Simple and Short."

Why simple? Simplicity creates greater clarity. But, simplicity is not simplistic. An overly complex presentation with a lot of details can confuse your audience and actually detract from its clarity. There is a limit to the number of concepts (about 7) that your audience can comprehend and remember. George Miller, in his

article "The Magic Number Seven, Plus or Minus Two: Some Limits on Our Capacity for Processing Information" calls this the "informational bottleneck." To avoid this bottleneck, present concise information and not too many details. Instead, simply focus on your message. The one you developed for your proposal. In the next tip of this series, I will be describing several techniques to help you keep your presentation simple.

Why short? It is well known that audiences have short attention spans, but more importantly when you keep your presentation short you will have to focus on your message. Your message is important, not the length, complexity, or technical glitz of your presentation. Guy Kawasaki states in his 10/20/30 Rule of PowerPoint that presentations should be no more than 20 minutes. While 20 minutes may be unrealistic for you, the reason for keeping your presentation short still applies—to focus on your message.

To help you apply the presentation KISS principle, started by deciding on the three things in your presentation that you want your audience to remember. Select the three most important things that convey your message. If you do this first, you will then be able to focus the development of your presentation on your message.

Position Listing Summary

Job Listing Summary

Gail Fishman, AIR (gfishman@mailers.fsu.edu)

Persons seeking jobs in institutional research, planning, or policy analysis should plan to check the [AIR web page](#) every couple of days for new positions. There is no charge for posting a job. Follow the format posted at the [AIR Jobs website](#) and include as much information as possible. Use the online form to submit an ad. Jobs will be displayed for one month from the posting date or one week after the application deadline. Please notify [Gail Fishman](#) if you wish to repost, revise, or leave a job posted beyond the deadline.

ASSISTANT DIRECTOR, CLIENT SERVICES AND SURVEY OPERATIONS, Indiana University Center for Postsecondary Research, Bloomington, IN.

Deadline Date: Reviews begin immediately

SYSTEMS ANALYST II, Office of Institutional Research and Effectiveness, University of Texas-Pan American, Edinburg, TX, <http://www.panam.edu/2000/> or <http://oire.panam.edu/>

Deadline Date: Open until filled

INSTITUTIONAL RESEARCH ASSOCIATE, University of Akron, Akron, OH,
<http://www.uakron.edu>
Deadline Date: Open until filled

DIRECTOR OF ACADEMIC ASSESSMENT, St. John's University, Collegeville, MN,
<http://www.csbsju.edu>
Deadline Date: Open until filled

UNIVERSITY ASSESSMENT COORDINATOR, Cardinal Stritch University,
Milwaukee, WI, <http://www.stritch.edu>
Deadline Date: February 1, 2006

COORDINATOR OF ENROLLMENT RESEARCH, Medical College of Georgia,
Augusta, GA, <http://www.mcg.edu>
Deadline Date: Until position is filled

DIRECTOR OF INSTITUTIONAL RESEARCH & ASSESSMENT, Coconino Community
College, Flagstaff, AZ, <http://www.coconino.edu>
Deadline Date: First application review begins February 15, 2006

INSTITUTIONAL RESEARCH ASSISTANT, Northern Michigan University,
Marquette, MI.
Deadline Date: Immediately until filled

INSTITUTIONAL RESEARCH ANALYST, California State University, Los Angeles,
CA, <http://www.calstatela.edu>
Deadline Date: February 10, 2006

DIRECTOR OF ACADEMIC RESOURCES, California State Polytechnic University,
Pomona, CA, <http://www.csupomona.edu>
Deadline Date: Application reviews begin February 6, 2006

RESEARCH ASSOCIATE/ASSISTANT RESEARCH SCIENTIST, (SEARCH
REOPENED), Indiana University Center for Postsecondary Research,
Bloomington, IN.
Deadline Date: Not provided

WEB SPECIALIST, University of Illinois at Urbana-Champaign, Urbana, IL,
<http://www.pb.uillinois.edu/index.html>
Deadline Date: February 13, 2006

ASSOCIATE DIRECTOR 4, INSTITUTIONAL RESEARCH, University of Florida,
Gainesville, FL.
Deadline Date: January 31, 2006

DIRECTOR OF INSTITUTIONAL RESEARCH & EFFECTIVENESS, Aims Community College Greeley Campus, Greeley, CO, <http://www.aims.edu>

Deadline Date: As soon as possible

ASSISTANT DIRECTOR INSTITUTIONAL RESEARCH, SUNY College at Plattsburgh, Plattsburgh, NY.

Deadline Date: Not provided

SENIOR STATISTICAL RESEARCH SPECIALIST, San Antonio College, San Antonio, TX, <http://www.accd.edu/sac>

Deadline Date: February 3, 2006

INSTITUTIONAL RESEARCHER, Phillips Community College of the University of Arkansas, Helena, AR, <http://www.pccua.edu>

Deadline Date: Open until filled

RESEARCH ANALYST, The Johns Hopkins University, Baltimore, MD.

Deadline Date: Review begins February 15th

DIRECTOR OF PLANNING AND POLICY ANALYSIS (SEARCH EXTENDED), University of Illinois Foundation, Urbana, IL.

Deadline Date: January 27, 2006

PROJECT DIRECTOR, Carnegie Communications, Westford, MA,

<http://www.carnegiecomm.com>

Deadline Date: Not provided

RESEARCH ASSOCIATE, Howard Community College, Columbia, MD,

<http://www.howardcc.edu>

Deadline Date: January 23, 2006

DATA ANALYST, Carnegie Communications, Westford, MA,

<http://www.carnegiecomm.com>

Deadline Date: Not provided

INSTITUTIONAL RESEARCH ASSOCIATE, Point Loma Nazarene University, San Diego, CA.

Deadline Date: Open until filled

RESEARCH ASSOCIATE, Texas A&M University System, College Station, TX,

<http://www.createtx.com>

Deadline Date: Open until filled

ASSISTANT/ASSOCIATE DIRECTOR, Western Association of Schools and

Colleges, Alameda, CA.

Deadline Date: Not provided

RESEARCH ANALYST, Butler Community College, El Dorado, KS,

<http://www.butlercc.edu>

Deadline Date: Open until filled; reviews begin January 23, 2006

RESEARCH ANALYST I, Georgia Southern University, Statesboro, GA,

<http://services.georgiasouthern.edu/osra/>

Deadline Date: February 3, 2006

ASSISTANT DIRECTOR OF RESEARCH, Kaplan University, IL.

Deadline Date: Not provided

PROGRAM DIRECTOR – ASSESSMENT & MEASUREMENT PhD, James Madison University, Harrisonburg, VA, <http://www.jmu.edu>,

<http://www.psyc.jmu.edu/gradpsyc/>, and <http://www.jmu.edu/assessment/>

Deadline Date: Until position is filled

INSTITUTIONAL PLANNER, University of Wisconsin-Milwaukee, Milwaukee, WI,

<http://www.uwm.edu>

Deadline Date: Must be post marked by February 6, 2006

PROSPECT DATA MINING AND MODELING SPECIALIST, Massachusetts Institute of Technology, Cambridge, MA, <http://www.mit.edu>

Deadline Date: Not provided

DIRECTOR OF RESEARCH, National Student Clearinghouse, Herndon, VA,

<http://www.studentclearinghouse.org>

Deadline Date: March 31, 2006

ASSOCIATE VICE PRESIDENT, INSTITUTIONAL RESEARCH AND PLANNING, University of Maryland, College Park, College Park, MD, <http://www.umd.edu>

Deadline Date: Best Consideration by February 17, 2006

COORDINATOR OF INSTITUTIONAL REPORTS, Henry Ford Community College, Dearborn, MI, <http://www.hfcc.edu>

Deadline Date: February 10, 2006

COORDINATOR OF INSTITUTIONAL REPORTS/PERKINS, Henry Ford Community College, Dearborn, MI, <http://www.hfcc.edu>

Deadline Date: February 10, 2006

DIRECTOR OF INSTITUTIONAL RESEARCH – Information Technology, Regent

University, Virginia Beach, VA.
Deadline Date: Not provided

ENROLLMENT MANAGEMENT ANALYST, University of Alaska System of Higher Education, Fairbanks, AK, <http://www.alaska.edu>
Deadline Date: Open until filled

RESEARCH ASSOCIATE, Association of American Medical Colleges, Washington, DC, <http://www.aamc.org>
Deadline Date: February 6, 2006

RESEARCH ASSISTANT, Association of American Medical Colleges, Washington, DC, <http://www.aamc.org>
Deadline Date: February 5, 2006

DIRECTOR OF INSTITUTIONAL RESEARCH AND PLANNING, Guilford Technical Community College, Jamestown, NC, <http://www.gtcc.edu>
Deadline Date: Open until filled

DIRECTOR OF INSTITUTIONAL RESEARCH AND EFFECTIVENESS, Louisiana State University at Alexandria, Alexandria, LA
Deadline Date: February 15, 2006

RESEARCH SPECIALIST, Northern Arizona University, Flagstaff, AZ,
<http://www.nau.edu/text/nau.shtml>
Deadline Date: Open until filled

DATA RESEARCH ANALYST, Association of American Medical Colleges, Washington, DC, <http://www.aamc.org>
Deadline Date: Not provided

ASSOCIATE DIRECTOR OF INSTITUTIONAL EFFECTIVENESS, New Mexico Junior College, Hobbs, NM, <http://www.nmjc.edu/>
Deadline Date: January 31, 2006 at 5:00 p.m. MDT

ASSOCIATE, ACADEMIC & INSTITUTIONAL STUDIES II or III, California State University, East Bay, Hayward, CA, <http://www.csueastbay.edu>
<http://www.csueastbay.edu/ira/>
Deadline Date: January 20, 2006

DATA MANAGER/SENIOR SYSTEMS ANALYST, Spelman College, Atlanta, GA,
<http://www.spelman.edu>
Deadline Date: Open until filled

ASSISTANT VICE CHANCELLOR, INSTITUTIONAL RESEARCH, PLANNING, AND ASSESSMENT, University of Massachusetts, Dartmouth, N Dartmouth, MA, <http://www.umassd.edu>

Deadline Date: Review begins January 20, 2006 until filled

ASSISTANT DIRECTOR OF INSTITUTIONAL EFFECTIVENESS AND RESEARCH, Career Education Corporation, Hoffman Estates, IL.

Deadline Date: January 28, 2006

INSTITUTIONAL RESEARCH ANALYST, Nazareth College, Rochester, NY, <http://www.naz.edu>

Deadline Date: Review will begin immediately

DIRECTOR OF EDUCATIONAL RESEARCH AND ASSESSMENT, Smith College, Northampton, MA, <http://www.smith.edu>

Deadline Date: Review of resumes will begin immediately.

Parting Thoughts

Parting Thoughts

Meihua Zhai, George Mason University (mzhai@gmu.edu)

Reader contributions of possible future 'Parting Thoughts' are welcome. Send them to Meihua Zhai.

The following Parting Thoughts were taken from *Expect the best: No-nonsense wisdom that works!* by Chuck Cote, published by Pathfinder Press, 2004 (ISBN 0-9754775-0-1)

"The time is always right to do what is right."

- Martin Luther King Jr.

Your work is a personal portrait of yourself.

- Chuck Cote.

As long as you can laugh at yourself, you'll always have an audience.

- Chuck Cote.

"We cannot become what we need to be by staying what we are."

- Max Depree

The only job where you start at the top is digging a hole.

- Chuck Cote.

Luck is a matter of preparation meeting opportunity."

- Oprah Winfrey

Go the extra mile, it pays off.

- Chuck Cote.

"Our doubts and fears are our worst enemy."

- William Wrigley Jr.

Yesterday is gone and you ruin tomorrow by worrying about it today.

- Chuck Cote.

"Don't let what you cannot do interfere with what you can do."

- John Wooden

"What you think of yourself is much more important than what others think of you."

- Seneca

Celebrate success. Survive setbacks. Learn from both.

- Chuck Cote.

The mind is like a parachute; it functions best when it's open.

- Chuck Cote.

Commitment separates winners from losers.

- Chuck Cote.

Take frequent walks to clear your head.

- Chuck Cote.