



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

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

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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.

To submit articles, requests, or information for consideration and inclusion in the newsletter, please contact Gayle Fink, Editor, at: (gfink@bowiestate.edu).

Persons seeking jobs in institutional research, planning, or policy analysis should check the [AIR web page](#) every few days for new positions.

***[Subscribe, change your subscription address,
or unsubscribe](#)***

For further information regarding the Association for Institutional Research, contact Randy Swing, Executive Director, AIR, 1435 Piedmont Drive, Suite 211, Tallahassee, FL 32308; Telephone: 850-385-4155, Fax: 850-385-5180 or via e-mail: (rswing@airweb.org).

Announcements & Information

Renew Your AIR Membership Today

Renew your AIR membership today to continue receiving discounts on webinars, conferences, and publications. Your membership also offers many options in professional development, education, and training. Just a few of the benefits available to you with a 2010-2011 membership include:

Professional Development Webinars

AIR webinars provide focused training on IR and assessment skills. Webinars planned for the fall 2010-2011 include topics on Statistics and Survey Design. As a member, you receive discounted and priority registration. And since webinars provide training directly to your desktop, you won't incur the cost of travel required for face-to-face conferences.

Discounts on Publications You Want

Not only does your membership provide for discounts on the leading IR journals, but you'll also receive a 25% discount every day on all publications from [Wiley/Jossey-Bass](#). Additionally, you receive a coupon good for one free AIR publication of your choice.

Join your colleagues for the exciting year ahead. The [AIR Membership Benefits](#) page outlines all the benefits available to you for the 2010-2011 membership year. Visit the AIR [Membership Renewal](#) page today and select the membership option that is right for you.

AIR Staff

New AIR Publications Chair

Due to mounting work responsibilities, Dr. Steve DesJardins is resigning as Chair of the AIR Publications Committee. Thank you Steve for your years of service to the Publications Committee!

The AIR Board of Directors has appointed Dr. Mardy Eimers, Director of Institutional Research at the University of Missouri – Columbia to serve as the AIR Publications Committee Chair for the next two years, completing Steve’s term. Dr. Eimers is a former member of the Publications Committee and a former Editor of the Professional File. He was a past recipient of the Charles F. Elton Forum Best Paper Award. Dr. Eimers had been serving as a member of the AIR Membership Committee.

Please join us in welcoming Dr. Eimers to his role both with the Publications Committee and the AIR Board of Directors. AIR is fortunate to have individuals of the quality of Steve and Mardy involved with our organization.

AIR Congratulates the 2010 Research and Dissertation Grant Award Winners

The Association for Institutional Research (AIR) with support from the National Science Foundation (NSF), the National Center for Education Statistics (NCES), and the National Postsecondary Education Cooperative (NPEC), awarded **\$289,000 in grants to nine recipients**. The Research and Dissertation Grant Program has supported research on a wide range of issues of critical importance to U.S. higher education for 14 years.

For the 2010 awards, faculty and practitioners received research grants of up to \$39,000 and doctoral students received dissertation grants of up to \$19,000. Each grant supports one year of research on higher education issues using datasets from NCES or NSF or addressing the 2010 NPEC focus topic, *socioeconomic factors affecting access and success*. AIR is proud to play a role in improving institutional research in postsecondary educational institutions and we congratulate our 2010 award winners.

Peter Bahr
University of Michigan,
Ann Arbor

Mark Engberg
Loyola University Chicago

Jiyun Kim
University of Michigan

Michael Bastedo
University of Michigan,
Ann Arbor

Elizabeth Flow-Delwiche
University of Maryland, Baltimore
County

Emory Morrison
Mississippi State University

Rong Chen
Seton Hall University

Matthew Gaertner
University of Colorado,
Boulder

Leslie Stratton
Virginia Commonwealth
University

Please visit the AIR [Grant Awards](#) page for a complete list of 2010 award recipients, including award amount, proposal title, and specific grant program. Visit the [Research and Dissertation Grants](#) page for more information on AIR's Grant Programs.

Chronicle of Higher Education Interviews Randy Swing

Reporters from The Chronicle of Higher Education interviewed Randy Swing, AIR Executive Director, on August 2, 2010 about how data can help higher education. The interview is [available as a free podcast](#). Take a few minutes and listen - Very interesting!

CUPA-HR and White House Staff Offer Free Health Care Webinar

Join us for a **FREE CUPA-HR Webinar Thursday, September 9 at 3 p.m. ET**. With September implementation deadlines looming, this timely webinar will bring you up to speed on:

- The regulations of the Affordable Care Act
- The timetable for implementation in 2010 and 2011
- Steps that higher education institutions should take now to be ready

Presented by two senior White House officials and Paul Bursic, Director of Benefit Services at Cornell University, this must-attend webinar will provide important information to help you implement the Affordable Care Act at your institution.

Mark your calendars and [register now](#).

New to CUPA-HR webinars? The CUPA-HR web site requires you to [create a free site account](#) if you don't already have one. Once you've created an account and established a login, you can [register for this event](#). If you have any questions while registering, please contact a CUPA-HR Member Service Representative at **877-287-2474**.

Andy Brantley

President and Chief Executive Officer

College and University Professional Association for Human Resources (CUPA-HR)

865-637-7673

www.cupahr.org

Obtaining Published Ranking Table Data From U.S. News

U.S. News will again provide, free of charge to any institutional researcher, a series of Excel spreadsheets with the ranking data that appeared in the rankings tables in the Best Colleges 2011 Edition guide book. Those ranking tables were also published on the U.S. News Web site in PDF format on August 17, 2010 in the Premium Online Edition. These spreadsheets will not be posted on a web site; they will be e-mailed directly to each individual. These spreadsheets will only contain the data that appear in the published ranking tables, not all the data used to compute the rankings.

This information is provided for the convenience of AIR members by U.S. News to assist them in their analytical responsibilities. Data is only available from the Best Colleges 2011 Edition guide book ranking tables (those [published online](#) at on August 17, 2010). To request these tables, or for questions, send an e-mail to either rmorse@usnews.com or sflanigan@usnews.com. The e-mail should contain a one- or two-sentence reason for the request to access the data for your school or institution. Expect a turnaround time of up to 10 business days before receiving the Excel files.

Ranking tables that were published in previous years are not available at this time.

This is **not** a permission to print or repost the ranking tables publicly. The data may be used for internal research purposes only.

Robert J. Morse
Director of Data Research U.S. News & World Report
rmorse@usnews.edu

AIR/US News Advisory Committee Wiki Resource

The AIR/US News Advisory Committee, a subcommittee of the AIR Higher Education Data Policy Committee (HEDPC) has a [wiki resource](#) which may be of interest to the AIR community.

The wiki resource is intended as a means to share the work of the AIR/US News Advisory Committee with the broader IR Community:

1. IR colleagues are encouraged to write to committee members (listed on the wiki) about broader issues of methodology or concern so that they can be brought to US News for discussion in a systematic and collegial fashion.
2. Colleagues can also use the "comments" link on the wiki to post comments about particular issues, and replies from US News and/or the Committee members will be posted as well, or they may be taken up by the Committee at its next meeting or conference call.
3. Notes from recent meetings of the Committee are also provided in the notes section of the wiki. These notes contain information about plans that US News has for its upcoming publications. They also include summaries of various issues that US News and/or the IR community have seen fit to discuss.
4. The wiki section entitled "News from US News" is contains presentations and data that US News wishes to share with the IR community.

Grant Opportunity on Admissions, Orientation, and/or First-Year Experiences

The ACPA - College Student Educators International Commission for Admissions, Orientation and the First Year Experience (AOFYE) and the National Resource Center for The First-Year Experience and Students in Transition (National Resource Center) invite applicants for their 2011 Research Grant Competition. AOFYE and the National Resource Center will jointly award one grant in the amount of \$500 to promote original, descriptive, or evaluative research; philosophical studies; or institutional assessment or evaluation on issues surrounding admissions, orientation, and/or the first-year experience. All ACPA members are eligible and encouraged to apply for this research grant. Research at all stages will be considered, although priority will be given to projects that are further along in the research process (i.e., recently or soon to be completed).

The application deadline is November 18, 2010. Award recipient(s) will be notified on or about December 16, 2010 and will be invited to receive their award at the Commission Business Meeting held during the 2011 ACPA Convention in Baltimore, March 26-30. Details about the grant, including application procedures, are available on the [ACPA web site](#).

Changing Scene

This portion of the newsletter is devoted to keeping you informed about changes among our colleagues such as moves to new positions and/or institutions, newly hired colleagues, professional recognition honors, retirements, deaths, etc. To include an announcement in "The Changing Scene," send a note with the key facts to Gayle Fink (gfink@bowiestate.edu).

Dr. Timothy Walsh is retiring from Temple University this month. He was the director of Institutional Research at Temple since the office was founded in 2001 but had been the primary institutional research person at Temple for the past 27 years. Tim has been involved in a variety of AIR capacities including the Nominating Committee, Track Chair and Evaluation Chair. He also has served as the Urban University and Intercollegiate Athletic SIG chair. Tim anticipates continued involvement in AIR during his "retirement."

Dan McConochie is retiring from the Community College of Baltimore County (CCBC) this month after nearly 11 years as Senior Director of Planning, Research, and Evaluation. Dan has spent his career working in community colleges throughout Maryland – first with the Maryland State Board of Community Colleges, then Chesapeake and Howard community colleges before landing at CCBC. Dan anticipates continuing his active involvement in the Achieving the Dream project. Congratulations Dan!

Jonathan Dela Cruz has been appointed as the regional director of the North Central United States for the National Student Clearinghouse. Mr. Dela Cruz handles Clearinghouse relationships with colleges and universities in Arkansas, Illinois, Indiana, Iowa, Michigan, Minnesota, Missouri, Nebraska, North Dakota, South Dakota, and Wisconsin.

Mr. Dela Cruz has more than 15 years' experience spanning college admissions and financial aid as well as client relationship management. Before joining the Clearinghouse, Mr. Dela Cruz was an account executive at Access Group, Inc., and prior to that he was an account manager at Chase Education Finance. He possesses a wealth of campus-based experience from his service as a student loan officer at the University of Chicago, an admissions officer at Elmhurst College, and a regional director of enrollment management for Seton Hall University. He has a B.A. in Communications from Dominican University in Illinois.

IR In The Know

August 2010

(irintheknow@airweb.org)

A service of the Higher Education Data Policy Committee (HEDPC), *IR in the Know* keeps you up to date on current and emerging issues related to higher education data collection, analyses, and reporting with a brief summary of topics and links to more detailed information. We welcome your feedback and suggestions. If you discover a resource or article that might be useful to other IR professionals, please send an email to irintheknow@airweb.org.

WICHE Report: *Promising Practices in Statewide Articulation and Transfer Systems*

A new joint publication by the Western Interstate Commission for Higher Education (WICHE) and Hezel Associates examines statewide articulation and transfer efforts in [Promising Practices in Statewide Articulation and Transfer Systems](#). The report highlights best practices and policy recommendations from a research study that included a literature review, scan of publicly available information, surveys, and interviews with key higher education officials. Specific recommendations to states include regular and systematic evaluation of articulation and transfer policies that respond to changing conditions and consider the perspectives of a broad range of stakeholders, the allocation of funds to aid in the development of policies and practices that support and measure articulation and transfer efforts, and the identification of key metrics related to articulation and transfer systems.

AASCU Report: *State Outlook: Fiscal and State Policy Issues Affecting Postsecondary Education*

The American Association of Colleges and Universities (AASCU) has released [State Outlook: Fiscal and State Policy Issues Affecting Postsecondary Education](#). Included in the overview is a snapshot of current economic conditions and an examination of state budget pressures influencing postsecondary funding decisions. According to the report, while financial support for higher education has decreased, the demand for higher education continues to rise as students and workers alike seek successful and stable employment. The report further details the impact the current recession is having on state higher education institutions, including increased tuition, department and program consolidations, capped enrollments, and larger class sizes.

Ed Trust Reports: *Graduation Gaps for Minority Students*

Two reports released by The Education Trust— [Big Gaps, Small Gaps: Some Colleges and Universities Do Better Than Others in Graduating African-American Students](#) and [Big Gaps, Small Gaps: Some Colleges and Universities Do Better Than Others in Graduating Hispanic Students](#) — examine disaggregated six-year graduation rates at hundreds of public and private institutions. The reports show that when graduation rates are disaggregated by race and ethnicity, the rates are markedly different among different groups of students. Using several years of data from College Results Online (a web-based tool that displays graduation rates by race, ethnicity, and gender for four-year institutions), the reports highlight institutions that have both small and large graduation gaps among different racial and ethnic groups.

SREB Report: *Beyond the Rhetoric: Improving College Readiness Through Coherent State Policy*

A joint report from the National Center for Public Policy and Higher Education and the Southern Regional Educational Board (SREB) [Beyond the Rhetoric: Improving College Readiness Through Coherent State Policy](#) examines issues and challenges regarding the postsecondary preparation gap, a key impediment to college completion. According to the report, nearly 60 percent of first-year postsecondary students are not academically prepared for college-level work. The report provides an explanation for the lack of preparation, the challenges facing students, and recommendations aimed at state policymakers and education leaders for closing the preparation gap.

Publications

Editors' Publication of the Month

Book Review: *Crossing the Finish Line: Completing College at America's Public Universities*

Gayle Fink (gfink@bowiestate.edu)



The Sunday plenary session at this year's Chicago Forum featured Dr. William G. Bowen, president emeritus of the Andrew W. Mellon Foundation and Princeton University. Dr. Bowen shared his insights from his book *Crossing the Finish Line: Completing College at America's Public Universities*. I readily admit that I am biased in writing this piece - I compiled a large portion of the data for Dr. Bowen's book while working for the University System of Maryland (USM). I "drank the Kool-Aid" and am a firm believer in need for individual university leadership, combined with state and federal public policies, to address the completion rate disparities between different student groups. The depth and richness of the dataset from which the authors pull leave little room to argue against the conclusions.

Most higher education institutions are faced with tracking the first-time, full-time degree-seeking GRS cohort. While we have done this for over 15 years, inconsistent progress has been made in moving institutional graduation rates. *Crossing the Finish Line* places the lack of progress in a national context by arguing that there are five principle challenges that face higher education in the United States. "First – educational attainment levels are both too low and stagnant. Second, the US education system harbors disparities in outcomes especially measured by graduation rates that are systematically related to race/ethnicity, and gender, as well as socioeconomic status. Third, the only way to substantially improve educational attainment is by improving graduation rates for the rapidly growing Hispanic population, for underrepresented minority students in general, and for students from low SES backgrounds. Fourth, time-to-degree matters as well as ultimate graduation rates." Finally, public universities have to be change agents in addressing these challenges.

Do not be misled by the focus on national level issues. *Crossing the Finish Line* provides the IR profession with many avenues for campus level research. The value of standardized tests as a predictor for long-term graduation rates was explored. It was found that the long term predictive power of high school grades, and a balanced approach (high school grades, standardized tests and achievement tests) in the admissions process were better predictors of graduation rates than reliance on standardized tests primarily. Combine this with investigating disparities based upon race/ethnicity, gender and SES and the gaps become more compelling. Examining withdraw patterns can lead to an extension of first-year experience programs into the second and even third year. Are students living on campus, or campus-sponsored housing, graduating at a faster rate than commuters? Do transfer students have a similar time to degree than native students? *Crossing the Finish Line* provides the IR professional with a wealth of data for evaluating internal analyses against 21 public flagship universities, and four statewide public systems. The ability to state that our internal findings align with this large scale study provides university leaders with a comfort level that is perhaps not found solely by using internal data alone.

AIR Publications

Now Available – Professional File # 117



Estimating the Economic Impact of Higher Education: A Case Study of the Five Colleges in Berks County, Pennsylvania

(M. D'Allegro and L. Paff, Pennsylvania State University; 17pp, No 117, Summer 2010).

Abstract

Most economic impact studies are prepared by external consultants at significant cost to an individual college, a higher education state system, or a set of institutions with similar Carnegie Classifications. This case study provides a detailed framework that academic institutions may use to derive economic impact estimates without hiring external consultants. This research is unique in its case study analysis of the collective impact of five colleges that differ with respect to Carnegie Classification, control type, enrollment size, and selectivity. Utilizing internal expertise and resources, the schools estimate they contributed \$923 million to \$1.2 billion to the Berks County, Pennsylvania economy in 2004–05. Detailed discussion of the underlying methodology, data sources, multipliers, professional expertise needs, and case study limitations are provided.

You can view or download [PF # 117](#) from the AIR web site. **Interested in having your manuscripts considered for the *Professional File*?** Please send four (4) copies of your manuscript to the editor, Dr. Gerald McLaughlin (gmclaugh@depaul.edu). Manuscripts are accepted at any time of the year as long as they are not under consideration for another journal or similar publication. Please follow the style guidelines of the *Publications Manual of the American Psychological Association, 5th Edition*.

NCES Publications

Trends in Undergraduate Stafford Loan Borrowing: 1989–90 to 2007–08

Tables reflect undergraduate Stafford loan borrowing rates and average Stafford loan amounts from 1989–90 to 2007–08, using data from six separate administrations of the National Postsecondary Student Aid Study (NPSAS): NPSAS:90, NPSAS:93, NPSAS:96, NPSAS:2000, NPSAS:04, and NPSAS:08. Estimates are shown separately for undergraduates enrolled in public 4-year, private nonprofit 4-year, public 2-year, and for-profit institutions.

To view the full report, please [visit the NCES web site](#).

Meetings and Events

2011 AIR Annual Forum **Toronto, Ontario, May 21 – 25** **[Sheraton Centre Toronto Hotel](#)**

2011 Call for Proposals

Proposals for presentation at the 2011 AIR Forum will be accepted beginning September 15, 2010. The deadline for proposal submissions is 4:00 p.m. EST, November 1, 2010.

We are seeking proposals for Panel Sessions, Poster Presentations, Research in Action Sessions, Scholarly Paper Sessions, and Table Topic Discussions. We will also accept proposals for Pre-Forum Workshops during this time.



About the 51st Annual AIR Forum

Join your colleagues and friends from around the world in Toronto for the 51st Annual Forum *Passport to New Ideas, Better Decisions*. Learn about advancements in institutional research, acquire valuable skills and techniques you can apply at your institution, and contribute to the scholarship of the field.

Meetings and Events Announcement Guidelines

We've changed the format for the Meetings and Events feature. When submitting information for your upcoming conference or meeting, please include the following if available:

- Logo
- Type (e.g., annual conference)
- Group name
- Date
- Location
- Registration/conference web site link
- Conference theme (if applicable)
- Keynote speaker(s) (if applicable)
- Contact person/email/phone

We'll use the information you provide to craft an announcement for your event. We're happy to post your announcement for two consecutive months, starting approximately three months out from the date of your event.

Contact Gayle Fink (gfink@bowiestate.edu) with any question you have regarding submitting meeting/event announcements.

See ***Upcoming Conferences*** for meetings and events of interest to you.

Upcoming Conferences



The Southern Association for Institutional Research (SAIR) 2010 Conference will be held on September 25-28, 2010 in New Orleans, LA at the InterContinental – New Orleans. [Visit the conference web site](#) to register and for more information.



The Kentucky Association for Institutional Research (KAIR) Annual Conference will be held on October 13-15, 2010 in Louisville, KY. [Visit the KAIR web site](#) for more information on registration and presentation proposals. Contact Baron G. Wolf (baron.wolf@kctcs.edu), KAIR President, for additional details.

The Texas A&M University Assessment Conference Call for Proposals is now open. The *proposal deadline* is October 15, 2010. All proposals should be submitted via the [Conference web site](#). The Conference will be held February 20-22, 2011.



The Maryland Association for Institutional Research (MdAIR) is currently accepting proposals for its Annual Conference October 22, 2010. The *Proposal Deadline* is September 14, 2010. Contact Shannon Tinney Lichtinger, MdAIR President (smtinney@loyola.edu), for proposal forms.



The Canadian Institutional Researchers and Planning Association (CIRPA) Annual Conference will be held October 23 – 26, 2010, at the Ottawa Marriott Hotel in Ottawa, Ontario. For more information, please [visit the conference web site](#).

The Mid-America Association for Institutional Research (MIDAIR) Annual Conference “Embracing the Promises and Challenges of the New Decade” will be held November 10 - 12, 2010 at the Marriott Country Club Plaza in Kansas City, Missouri. [Visit the conference web site](#) for additional information.



The Northeast Association for Institutional Research (NEAIR) Annual Conference “Fountain of Knowledge: IR Collaboration for Effective Change” will be held November 13-16 at the Saratoga Hilton, Saratoga Springs NY. [Visit the conference web site](#) for more information.



The California Association for Institutional Research (CAIR) Annual Conference “What Counts: Return to Our Census” is being held November 17-19, 2010 at the Doubletree Hotel San Diego/Mission Valley. Please [email Willard Hom](#), Director (Dean), Research & Planning, California Community Colleges/President, CAIR, for additional information.

Professional Development

AIR Offers Professional Development Webinars

The AIR Professional Development Services Committee 2010 Fall Webinar offerings include three webinars focusing on *Intermediate Statistical Applications for Institutional Research* and two webinars focusing on elements of *Survey Research Design*.

Registration

As a benefit, AIR offers members advanced registration on Wednesday, September 8 at Noon (EST). Registration for non-members opens on Friday, September 17 at Noon (EST).

Pricing

In addition to advanced registration, AIR members receive a \$50 discount for each webinar and can purchase the *Intermediate Statistical Applications for Institutional Research* webinar series for an additional discount.

AIR member: \$125 per webinar (\$350 for the three-webinar *Intermediate Statistical Applications* series)

Non-member: \$175 per webinar (no discount for three-webinar *Intermediate Statistical Applications* series)

2010 Webinar Offerings

Intermediate Statistical Application for Institutional Research

Correlation and Regression – The Foundation for Statistical Analysis

Presented by: Robert K. Toutkoushian, Ph.D.

Thursday, October 7 (2:30 p.m. EST)

Analysis of Variance (ANOVA) – A Powerful Statistical Tool for a Variety of IR Applications

Presented by: Robert J. Ploutz-Snyder, Ph.D.

Tuesday, October 12 (2:30 p.m. EST)

Advanced Regression - Applications for the IR Toolbox

Presented by: Victor M. H. Borden, Ph.D.

Tuesday, October 19 (2:30 p.m. EST)

Survey Research Design

Survey Research Design – Writing Clear Survey Items

Presented by: Linda Mallory, Ed.D.

Thursday, November 4 (2:30 p.m. EST)

Survey Research Design – Planning and Creating a Survey

Presented by: Linda Mallory, Ed.D.

Thursday, November 18 (2:30 p.m. EST)

For more information about AIR Webinars, visit www.airweb.org/webinars.

IPEDS Workshops Coming this Fall

The Association for Institutional Research (AIR) announces several upcoming workshops related to IPEDS. These face-to-face training sessions are geared toward IPEDS data providers and users and are taught by experienced practitioners from across the country. The workshops are co-hosted by AIR and other higher education organizations, with funding provided by the National Center for Education Statistics (NCES). For additional information and to request to attend a workshop, please visit the [IPEDS Workshops page](#) on the AIR web site.

Note: There is no fee to attend the IPEDS Workshops, and you do *not* have to be a member of AIR or the co-sponsoring organization to attend. If you will only be attending the IPEDS Workshop and not the meeting, you are not required to pay the registration fee for the co-sponsoring meeting.

Fall Workshop Opportunities:

Kentucky Association for Institutional Research (KAIR) - October 13, 2010
Louisville, Kentucky

- Leading (Managing) and IPEDS Cycle- Module 2
- IPEDS Finance Training for IR Professionals

Rocky Mountain Association for Institutional Research (RMAIR) - October 20, 2010
Denver, Colorado

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 2

Ohio Association for Institutional Research & and Planning (OAIRP) - November 4, 2010
Columbus, Ohio

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 2

Mid-America Association for Institutional Research (MidAIR) - November 9, 2010
Kansas City, Missouri

- IPEDS Data as the Public Face of an Institution
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 1

Northeast Association for Institutional Research (NEAIR) - November 14, 2010
Saratoga Springs, New York

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 2

California Association for Institutional Research (CAIR) - November 16, 2010
San Diego, California

- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 1
- IPEDS Data and Benchmarking: Supporting Decision Making and Institutional Effectiveness – Module 2

Career Opportunities

AIR Job Listing Summary

Lisa Gwaltney, AIR Office (lgwaltney@airweb.org)

Persons seeking jobs in institutional research, planning, or policy analysis should check the [AIR Job Listings web page](#) every few days for new positions. Employers can submit job ads free of charge by using the online submission form found on the [AIR Job Openings page](#). For any questions about job ads, please contact Lisa Gwaltney by [email](#) or phone (850-385-4155 ext. 120).

[INSTITUTIONAL OUTCOMES ASSESSMENT ANALYST - Philadelphia College of Osteopathic Medicine Philadelphia, PA](#)

Deadline Date: Open Until Filled

[INTER-AGENCY DATA COORDINATOR \(EDUCATION PROGRAM SPECIALIST I\) - Maryland State Department of Education Baltimore, MD](#)

Deadline Date: September 10, 2010

[STUDENT LEARNING ASSESSMENT ASSISTANT DIRECTOR, The Catholic University of America Washington, DC](#)

Deadline Date: Open Until Filled

[ASSISTANT PROFESOR IN PUBLIC ADMINISTRATION California State Polytechnic University Pomona, CA](#)

Deadline Date: October 1, 2010

[DIRECTOR OF INSTITUTIONAL RESEARCH & EFFECTIVENESS - Great Basin College Elko, NV](#)

Deadline Date: September 1, 2010 12:01 a.m.

[INSTITUTIONAL RESEARCH ASSOCIATE - Christopher Newport University Newport News, VA](#)

Deadline Date: August 27, 2010

[SENIOR RESEARCH MANAGER - Harvard University Cambridge, MA](#)

Deadline Date: October 12, 2010

[DIRECTOR LEARNING OUTCOMES ASSESSMENT - Anne Arundel Community College Arnold, MD](#)

Deadline Date: Open Until Filled

[ASSISTANT DIRECTOR RESEARCH & ANALYTICS , Broward College Ft. Lauderdale, FL](#)

Deadline Date: September 7, 2010

[DEAN OF RESEARCH PLANNING & INSTITUTIONAL EFFECTIVENESS - Contra Costa Community College District Martinez, CA](#)

Deadline Date: October 29, 2010

[DIRECTOR OF INSTITUTIONAL RESEARCH - Naugatuck Valley Community College Waterbury, CT](#)

Deadline Date: September 3, 2010

[ASSOCIATE DIRECTOR OF INSTITUTIONAL ASSESSMENT - University of New England Biddeford, ME](#)

Deadline Date: Open Until Filled

[ASSOCIATE VICE PROVOST OF INSTITUTIONAL EFFECTIVENESS - Delaware County Community College Media, PA](#)

Deadline Date: September 15, 2010

[DIRECTOR OF INSTITUTIONAL RESEARCH - Monroe College The Bronx, NY](#)

Deadline Date: Open Until Filled

[RESEARCHER - Chapin Hall @ University of Chicago Chicago, IL](#)

Deadline Date: November 30, 2010

[ASSOCIATE PROFESSOR OF HIGHER EDUCATION & ASSESSMENT - University of Arizona](#) Tuscon, **AZ**

Deadline Date: Open Until Filled

[COORDINATOR OF INSTITUTIONAL RESEARCH/DATA ANALYST - Harris-Stowe State University](#) St. Louis, **MO**

Deadline Date: September 1, 2010

[DIRECTOR OF INFORMATION SERVICES - College of Charleston](#) Charleston, **SC**

Deadline Date: September 3, 2010

[DIRECTOR OF INSTITUTIONAL EFFECTIVENESS - Vaughn College](#) Flushing, **NY**

Deadline Date: Open Until Filled

[EXECUTIVE DIRECTOR INSTITUTIONAL RESEARCH - Columbia College Chicago](#) Chicago, **IL**

Deadline Date: September 1, 2010

[SENIOR PROGRAM OFFICER - EVALUATION --The Gates Foundation](#) Washington, **DC**

Deadline Date: Open Until Filled

[DIRECTOR RESEARCH ANALYSIS & REPORTING - Kern Community College District](#) Bakersfield, **CA**

Deadline Date: Open Until Filled

[EXECUTIVE DIRECTOR OF INSTITUTIONAL ASSESSMENT - Harris-Stowe State University](#) St. Louis, **MO**

Deadline Date: Open Until Filled

[INSTITUTIONAL RESEARCH ANALYST - Temple College](#) Temple, **TX**

Deadline Date: Open Until Filled

[ASSOCIATE DIRECTOR/DATABASE MANAGER - Long Island University](#) Brookville, **NY**

Deadline Date: Open Until Filled

[INSTITUTIONAL EFFECTIVENESS & ASSESSMENT RESEARCH ANALYST - Le Moyne College](#) Syracuse, **NY**

Deadline Date: Open Until Filled

[EXECUTIVE DIRECTOR OF INSTITUTIONAL RESEARCH & PLANNING - Montana State University - Great Falls College of Technology](#) Great Falls, **MT**

Deadline Date: Open until filled; for best consideration, apply by August 16

[VICE PRESIDENT ACADEMIC AFFAIRS - The Apollo Group](#) Phoenix, **AZ**

Deadline Date: September 30, 2010

[DEAN BUSINESS SCHOOL - The Apollo Group](#) Phoenix, **AZ**

Deadline Date: September 30, 2010

[DEAN GENERAL EDUCATION - Apollo Group](#) Phoenix, **AZ**

Deadline Date: September 30, 2010

[DIRECTOR OF QUALITY & EFFECTIVENESS - Middle Tennessee State University](#) Murfreesboro, **TN**

Deadline Date: August 27, 2010

[RESEARCH ANALYST - Tufts University](#) Medford, **MA**

Deadline Date: August 29, 2010

[DIRECTOR OF INSTITUTIONAL RESEARCH - Delaware Technical & Community College](#) Dover, **DE**

Deadline Date: Open Until Filled

[RESEARCH ANALYST - University of Northern Colorado](#) Greeley, **CO**

Deadline Date: Open Until Filled

[DIRECTOR OF STRATEGIC PLANNING - Empire State College](#) Saratoga Springs, **NY**

Deadline Date: August 30, 2010

[DIRECTOR OF OUTCOMES ASSESSMENT - Empire State College](#) Saratoga Springs, **NY**

Deadline Date: August 30, 2010

[ASSOCIATE PROVOST FOR INSTITUTIONAL EFFECTIVENESS & ACCOUNTABILITY - University of the District of Columbia](#) Washington, **DC**

Deadline Date: Open Until Filled

[RESEARCH ASSOCIATE - DePaul University](#) Chicago, **IL**

Deadline Date: Open Until Filled

[DATA ANALYST & REPORT WRITER - University of Northern Colorado](#) Greeley, **CO**

Deadline Date: Open Until Filled

[DIRECTOR OF ASSESSMENT & INSTITUTIONAL RESEARCH - Ancilla Domini College](#) Donaldson, **IN**

Deadline Date: August 31, 2010

[RESEARCH PLANNING ANALYST - Community College of Baltimore County](#) Catonsville, **MD**

Deadline Date: Open Until Filled

[SENIOR DIRECTOR FOR PLANNING RESEARCH & EVALUATION - Community College of Baltimore County,](#)
Catonsville, **MD**

Deadline Date: Open Until Filled

[DIRECTOR - MPR Associates](#) Washington **DC**

Deadline Date: August 28, 2010

[SENIOR PROGRAMMER/ANALYST - Johns Hopkins University](#) Baltimore, **MD**

Deadline Date: August 30, 2010

[ASSOCIATE DIRECTOR - University of Florida](#) Gainesville, **FL**

Deadline Date: Open Until Filled

[INSTITUTIONAL RESEARCHER - Northeast Wisconsin Technical College](#) Green Bay, **WI**

Deadline Date: Open Until Filled

[DIRECTOR - Higher Education Data Sharing Consortium \(HEDS\)](#) Lancaster, **PA**

Deadline Date: September 1, 2010

[RESEARCH ANALYST - Long Island University](#) Brookville, **NY**

Deadline Date: Open Until Filled

[EVALUATION RESEARCH ASSOCIATE - Tufts Medical Center](#) Boston **MA**

Deadline Date: Open Until Filled

[DIRECTOR OF POLICY & PLANNING RESEARCH - Pennsylvania State System of Higher Education](#) Harrisburg, **PA**

Deadline Date: Open Until Filled

[INSTITUTIONAL EFFECTIVENESS & ACCREDITATION OFFICER - Florida State College](#) Jacksonville, **FL**

Deadline Date: Open Until Filled

[RESEARCH ANALYST - Johns Hopkins University](#) Baltimore, **MD**

Deadline Date: August 30, 2010

[VICE PRESIDENT FOR PLANNING & INSTITUTIONAL EFFECTIVENESS - Suffolk County Community College](#) Selden, **NY**

Deadline Date: Open Until Filled

[ASSESSMENT & RESEARCH SPECIALIST - Faulkner University](#) Montgomery, **AL**

Deadline Date: Open Until Filled

[RESEARCH ANALYST - University of Denver](#) Denver, **CO**

Deadline Date: Open Until Filled

[RESEARCH ANALYST & REPORTING COORDINATOR - University of Richmond](#); Richmond, **VA**

Deadline Date: Open Until Filled

[MANAGER INSTITUTIONAL RESEARCH - Institute of Applied Technology](#) Abu Dhabi, United Arab Emirates

Deadline Date: Open Until Filled

[PROGRAM SUPERVISOR ACADEMIC PLANNING & REPORTING](#) Peirce College Philadelphia, **PA**

Deadline Date: Open Until Filled

[ASSESSMENT & DATA COORDINATOR - Salve Regina College](#) Newport, **RI**

Deadline Date: Open Until Filled

[RESEARCH ANALYST - Franklin University](#) Columbus, **OH**

Deadline Date: August 30, 2010

[POLICY & PLANNING SPECIALIST I/REPORT SPECIALIST - Longwood University](#) Farmville, **VA**

Deadline Date: Open Until Filled

[RESEARCH FELLOW - Centre for Urban Greenery & Ecology](#) Singapore

Deadline Date: Open Until Filled

[DIRECTOR OF INSTITUTIONAL RESEARCH - Skidmore College](#) Saratoga Springs, **NY**

Deadline Date: Open Until Filled

[INSTITUTIONAL RESEARCH ANALYST - Virginia Commonwealth University](#) Richmond, **VA**

Deadline Date: Open Until Filled

[DIRECTOR OF INSTITUTIONAL RESEARCH & ASSESSMENT - Metropolitan College of New York](#) New York, **NY**

Deadline Date: Open Until Filled

[DIRECTOR OF PLANNING & INSTITUTIONAL RESEARCH - University of Arkansas](#) Little Rock, **AR**

Deadline Date: Open Until Filled

[RESEARCH ANALYST - Dartmouth College](#) Hanover, **NH**

Deadline Date: Open Until Filled

[DIRECTOR OF INSTITUTIONAL RESEARCH - Loras College](#) Dubuque, **IA**

Deadline Date: Open Until Filled

[INSTITUTIONAL EFFECITVENESS MANAGER - University of Alaska Southeast](#) Juneau, **AK**

Deadline Date: Open Until Filled

Technical Tips from the Field

Turning Text Sideways - Word, PowerPoint, and Excel

Gayle Fink (gfink@bowiestate.edu)

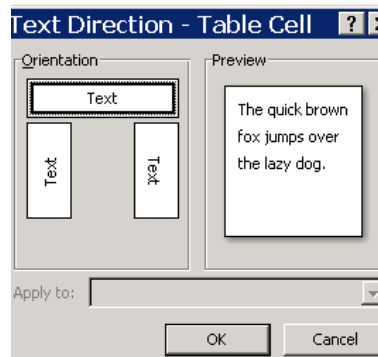
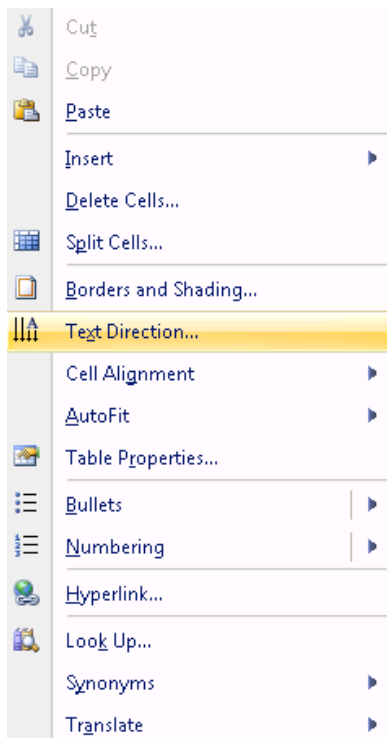
All of us have been faced with formatting challenges when creating tables or a survey grid. Many times the Likert Scale headings plus the question language are just too much for 8.5 by 11. Consider turning your column headings vertical or at a 45 degree angle to create more space. The choice is based upon style and audience preference. Here is how to do it in each application.

Word

Create a table in Word 2007 by selecting **Insert, Table** and build a 6x2 table.

	Strongly Agree	Agree	Disagree	Strongly Disagree	NA

Select the scale portion of the first row and right-click your mouse to show the formatting menu. Select **Text Direction** and the **Text Direction** box appears. Selection the direction and away you go!



	Strongly Agree	Agree	Disagree	Strongly Disagree	NA

PowerPoint 2007

The steps are pretty much the same. On a blank slide, select **Insert, Table** and build a 6x2 table. Select the cells for your column headings and click the **Table Tools, Layout menu**. Select **Text Direction** and choose your text direction. You can also change text direction with text boxes.

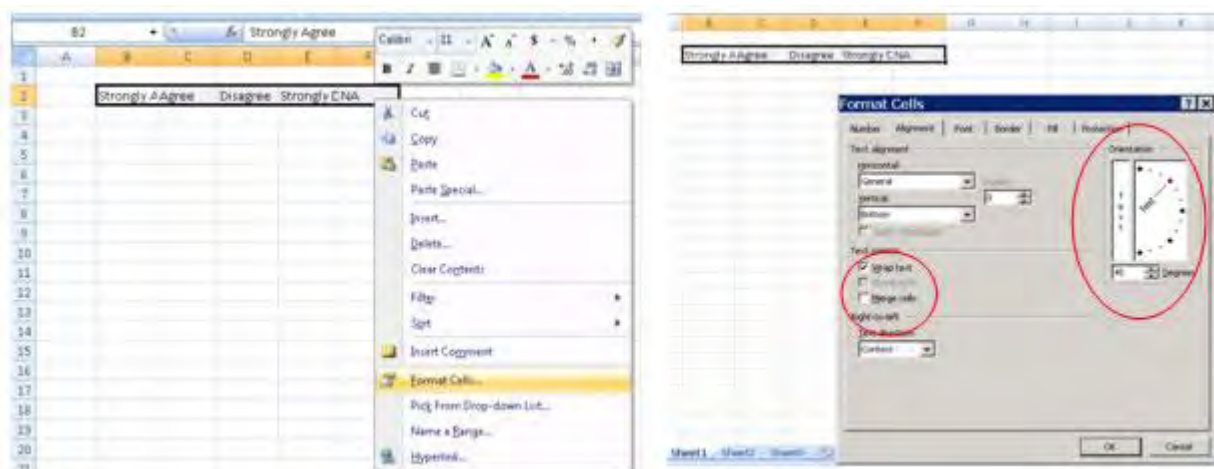


Excel

This is where the “fun” occurs. I personally like the headings at a 45 degree angle – easier to read! Here are the steps to create the table below.

	A	B	C	D	E	F	G
1							
2	Question	Strongly Agree	Agree	Disagree	Strongly Disagree	NA	
3							
4							
5							
6							
7							
8							

Open a new spreadsheet and place the Likert Scale responses in columns B-F. Highlight the scale headings, right-click your mouse, and select **Format Cells**. Select **Alignment tab** and then check **Wrap Text** and change the **Orientation** to 45 degrees. The scale will look scrunched. Change the width of the rows and columns and add a border to look like the image above.



Parting Thoughts

August signals the beginning of another school year and the end of the summer movie blockbuster season. A good friend recently mentioned to me that she gets a chuckle at how I incorporate movie quotes in meetings and workshops. Below are some of my “favorites” related to IR work. See if you can match the quote with the right movie!

Quote	Movie
1. “Go ahead, make my day”	A. Animal House
2. “Never argue with the data!”	B. Sudden Impact
3. “Thank you sir, may I have another”	C. Star Trek
4. “Houston, we have a problem”	D. Star Wars
5. “She can’t take much more captain!”	E. Jimmy Neutron
6. “May the force be with you”	F. Apollo 13

Contributions to Parting Thoughts are always welcomed! Please email your favorite quote(s) to gfink@bowiestate.edu