



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: (executivedirector@airweb.org).

Announcements & Information

AIR Board of Director's Update - July 2011

This is the first of regular monthly updates on the activities of the Board of Directors and requests for feedback from members regarding what they need from their Association.

The new AIR Board of Directors met for the first time on May 25, on the last day of the Toronto AIR Forum. My only regret is that we had to miss a whole morning of presentations and events at what was a wonderful Forum! Our thanks to Debbie Dailey (Forum Chair) and Glenn James (Associate Forum Chair) as well as the AIR Executive Office staff led by Randy Swing, who did such a terrific job making the Forum happen. And thanks to all of you who sent proposals, reviewed proposals, gave presentations, volunteered at the Forum, facilitated sessions, and attended sessions. The Board was particularly glad to have the chance to hear from many of you about the changes to AIR governance that you approved with your votes on the Constitution in April. For those of you who were not able to attend the Forum this year, we hope to see you next year in New Orleans!

At our meeting, the Board continued to work on developing the policies that will guide the work of the Association and the Board. We have developed an initial set of 'executive limitations', those policies that set the boundaries for the work of the Executive Office and deal with such things as asset protection and treatment of consumers and employees. We have an initial set of 'governance process' policies, which includes policies on the Board's code of conduct, cost of governance and such, and policies on Board management delegation. We will be busy specifying 'Ends policies' over the next few months. These lay out the Ends (goals) to be achieved by the Association and we'll be talking to you more about these over the next months.

One of the first tasks of the Board was to elect one member to serve as Board Treasurer and one member to serve as Board Secretary. Their roles are to pay particular attention to matters pertaining to the Association's finances and to matters pertaining to the Board's documentation of activities and decisions.

I am happy to say that Paul Duby was elected by the Board as Board Treasurer and Elizabeth Stanley was elected as Board Secretary. I thank them both for taking on these new roles.

I am also pleased that Alice Simpkins has agreed to serve informally as our 'parliamentarian' as we tackle the new policy writing. Her attention to detail is much appreciated.

I look forward to the next year with the terrific team of people who make up the first of the new Board of Directors for the Association. To find us all, and to contact us, please see the information on the AIR [web site](#). I invite you to contact us and share your ideas about the 'Ends' the Association should be achieving for you.

Jennifer Brown
AIR President

Your AIR Membership Pays for Itself...

Join the thousands of members who know that an AIR membership is an investment that pays for itself. AIR offers discounts on publications and professional development registrations that more than cover the cost of membership. Discounts AIR members receive include:

Publication Subscriptions/Professional Development	Non-Member	Member	Savings
<i>Research in Higher Education (RHE)</i>	\$247.00	\$75.00	\$172.00
<i>New Directions for Institutional Research (NDIR)</i>	\$109.00	\$60.00	\$49.00
<i>The Journal of Higher Education (JHE)</i>	\$65.00	\$45.00	\$20.00
<i>Innovative Higher Education (IHE)</i>	\$157.00	\$75.00	\$82.00
<i>Assessment Update</i>	\$127.00	\$76.00	\$51.00
<i>Wiley/Jossey-Bass discount (based on \$100 purchase)</i>	\$100.00	\$75.00	\$25.00
<i>Webinars (based on purchase of one webinar per year)</i>	\$175.00	\$125.00	\$50.00
		SAVINGS:	\$449.00
Cost of AIR Membership (Individual/Organizational)			(\$125)
		TOTAL SAVINGS:	= \$324.00

Join AIR today to take advantage of these member benefits. Join or renew now by visiting the AIR [Membership](#) page.

Get Involved in the AIR Forum

You are invited to get involved in planning future Forums. The Forum Committees are for members who have firsthand experience at an AIR annual conference. There are opportunities to engage at whatever level of time you have available – from just a few hours to review session proposals to commitments of one to three years. View the [current opportunities page](#) to learn more about the Forum Committees and sign up to volunteer.

AAUP Faculty Compensation Survey 2010-11 and 2011-12

As noted previously, our 2010-11 annual report on faculty compensation was released on April 11. Corrections and additions submitted by May 24 were included in a supplement published in mid-July. You can visit the [“reference page”](#) for information about data availability. In addition to the published reports, we offer custom peer comparisons (eight different reports are available with an XML output option) or a complete dataset for your own analysis.

If you previously submitted data and need to make corrections, please contact us by e-mail to unlock your entry. If you have not yet submitted data for 2010-11, it would still be useful to have the data in our system for use in validity checks next year. Changes to data are available for use in peer reports within a couple of business days after submission. Visit our [survey Web site](#) for more information.

As many of you know, NCES has released a notice of changes to the IPEDS Human Resources survey for 2011-12 that will eliminate the benefits items from the Salaries section (see the [NCES web site](#)). We are reviewing our plans for the AAUP survey and will provide information as soon as possible. We are hoping to survey our data providers about possible options, so please watch for that survey in the next several weeks.

Over the summer we will continue to update our survey contact records, so if you know that the survey contact person(s) for your institution has changed or will be changing (including changes of e-mail address), please send us a [note](#).

Thank you for participating in our survey.

AAUP Research Office

[John Curtis](#), Director of Research and Public Policy

Samuel Dunietz, Research Assistant

American Association of University Professors, Washington, DC

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 "Changing Scene," send a note with the key facts to Gayle Fink (gfink@bowiestate.edu).

Michael F. Middaugh, Associate Provost for Institutional Effectiveness at the University of Delaware, and an AIR Past President (2000-01), has retired after 26 years of service to the University and over 30 years in the field of institutional research. Thank you Michael for your service and enjoy some free time!

Mauricio Saavedra graduated from the University of Georgia with his Ph.D. He is now back in Ecuador working at Universidad Internacional del Ecuador (UIDE) where he currently serves two functions: 1) General Director of Institutional Research and 2) Director of Research for the Social Sciences, the Humanities, and all other schools in the university except Medical Sciences and Technology. UIDE is believed to be the first university in Ecuador with an Institutional Research office. Mauricio plans to expand the network of IR in Ecuador's higher education system.

Effective June, 2011, **Matthew Hendrickson** began work as an Associate Director of Strategic Enrollment Research in the College of Professional Studies at Northeastern University. In this role, he is providing retention strategy services to the College. Matt is moving on after four years at Bentley University.

Beginning September 2011, **Gerry Dizinno**, will return to faculty as Associate Professor in the Educational Leadership & Policy Studies department at the University of Texas at San Antonio (UTSA). Gerry is currently the Associate Vice Provost for Institutional Research at UTSA. Gerry looks forward to many more years with AIR, and in focusing on teaching and doing research!

The National Student Clearinghouse has appointed **Doug Falk** as its new chief information officer (CIO). As CIO, Mr. Falk, who has been a valued technology expert and leader at the Clearinghouse for 10 years, will develop and oversee all IT systems and ensure the Clearinghouse's technology infrastructure supports its operational security needs. Mr. Falk will become responsible for assuring the delivery of innovative, quality, cost-effective and efficient IT services to the Clearinghouse.

IR In The Know

July 2011

(irintheknow@airweb.org)

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. The **Policy Watch** section alerts readers to developing policy news and topics that may warrant attention over the next few months. We welcome your feedback and suggestions. If you discover a resource or article you think might be useful to other IR professionals, please send an email to irintheknow@airweb.org.

Reports and Studies

Performance-based Funding: A Re-Emerging Strategy in Public Higher Education Financing

[*Performance-based Funding: A Re-Emerging Strategy in Public Higher Education Financing*](#), a Policy Matters brief from the American Association of State Colleges and Universities (AASCU), examines how policymakers are again looking at performance-based funding as a way to improve institutional effectiveness in this tight economy. Performance-based funding, a strategy linking state funding for colleges and universities with institutional performance, has historically had a mixed history of success over the past 30 years. This brief summarizes the history and theory of performance-based funding and lists advantages and disadvantages of past efforts. A summary of states which have revisited performance-based funding over the past year is included. The brief concludes that program design is critical to the success of performance-based funding and suggests best practices such as keeping a program simple, allowing institutional autonomy and differences, and evaluating the outcomes.

Affordability and Transfer: Critical to Increasing Baccalaureate Degree Completion

The National Center for Public Policy and Higher Education's Policy Alert, [*Affordability and Transfer: Critical to Increasing Baccalaureate Degree Completion*](#), addresses the importance of increasing the number of college graduates and the role community colleges must play. The report states many college students will not complete their education because of rising tuition and ineffective transfer policies. Strategies designed to maximize students' opportunities for success are outlined in the report.

The Role of Mentoring in College Access and Success

In [*The Role of Mentoring in College Access and Success*](#), the Institute of Higher Education Policy (IHEP) examines the impact of mentoring programs in improving college access and completion by synthesizing scholarly research. Their analysis shows school-based mentoring increases student achievement in high school and persistence in college. Effective practices of mentoring are recommended along with suggestions on how these practices can be implemented. The brief also features a successful mentoring program in Philadelphia.

The Educational Experience of Young Men of Color

[*The Educational Experience of Young Men of Color*](#), a College Board report drawing upon statistics from the Census Bureau and other research, finds young African-American and Latino men continue to be less educated than Asian men and White men. The report challenges the myth that Asian/Pacific Islander men are advantaged as compared to other groups, emphasizing Asian men face problems similar to other minorities. Over the last two decades, enrollment of male African-Americans and Native Americans increased by 15% and 120%, respectively, while enrollment of Asian men dropped by 9%.

The Undereducated American

According to [*The Undereducated American*](#), the United States has been under producing college educated workers for the past 30 years and there will be a need for an additional 20 million postsecondary-educated workers by 2025. This Georgetown University Center on Education and the Workforce study reports the demand for college-educated workers has outpaced supply, resulting in economic output below potential and growing income inequality. To meet the future demand and reverse the inequality, the report suggests that by 2025 the workforce

should include an additional 15 million people with a bachelor's degree, 1 million with associate degrees, and 4 million with some college.

Initial College Attendance of Low-Income Young Adults

In the brief, Portraits: [Initial College Attendance of Low-Income Young Adults](#), the Institute of Higher Education Policy (IHEP) examines the linkages between where low-income students start their postsecondary education and the likelihood of completing a degree and the chances of long-term financial distress. During the past decade, low-income students have shifted from attending public four-year institutions toward two-year colleges and for-profit institutions. The report indicates that although both community college and for-profit institutions provide access and opportunities for low-income students, the odds of persisting, graduating, and/or retaining stable employment are lower. Students who attend these types of institutions are also more prone to the negative consequences of borrowing (e.g., default). The report concludes such stratification within the higher education system weakens national efforts to increase degree completion rates.

Priced Out: How the Wrong Financial Aid Policies Hurt Low-Income Students

In [Priced Out: How the Wrong Financial Aid Policies Hurt Low-Income Students](#), an analysis by the Education Trust shows many financial aid policies at the national, state, and institution levels increasingly benefit affluent students more than low income students. For example, the average low income family contributes approximately 72% of its annual income to send one child to a four-year college after all sources of grant aid are taken into consideration. In contrast, middle-class and high-income families contribute 27% and 14% of their annual incomes, respectively. The authors recommend policymakers evaluate financial aid policies to ensure low-income students will benefit and the awards are large enough to influence the choices and success rates of these students.

Policy Watch

College Affordability and Transparency Lists

On July 1, the Department of Education released several [college affordability and transparency lists](#) as required by the *Higher Education Opportunity Act of 2008*. Three lists focus on tuition and fees and three look at the institution's "average net price" or the average price of attendance paid by full-time students after accounting for grants and scholarships. Each list is broken out into nine different sectors. All lists are based on IPEDS survey data, in particular the Student Financial Aid Survey.

Proposed Common Education Data Standards to Be Released on July 18

The [Common Education Data Standards \(CEDS\) project](#) is a collaborative effort led by NCES to develop voluntary, common data standards for a key subset of K-12 and postsecondary variables used to calculate metrics in analyzing education in the United States.

The higher education group is initially focusing on data related to IPEDS student surveys, with the intent to expand the elements over time. The purpose is to develop standards institutions and state systems can use to reduce reporting burden and improve data quality and the comparability of data. This project is not an attempt to institute unit-record data collection; use of the data standards will be voluntary. The hope is standards for reporting and storing data elements used for IPEDS reporting will be a useful resource for a variety of constituencies.

The first draft of Version 2 of the CEDS was released for comment on July 18. NCES is encouraging IR professionals to review and comment on the proposed standards by August 15. All comments will be logged and reviewed by NCES. Visit the [NCES website](#) to view the CEDS Version 2.

More information about the CEDS consortium and its work is available at their [web site](#). An AIR Alert providing more details on the CEDS effort is scheduled for release by the end of July.

AIR Alert on Gainful Employment

The May *IR in the Know* addressed Gainful Employment reporting requirements. Watch for the AIR Alert on this topic, scheduled for release in early August.

Publications

Journal News

This feature covers various journals highlighted on the AIR web site. AIR members receive [considerable discounts](#) on all journals offered. In this edition of e-AIR, *Research in Higher Education* is featured.

Research in Higher Education – RIHE Alerts

Research in Higher Education ([RIHE](#)) is the official peer-reviewed academic journal of AIR. RIHE is intended for those concerned with the functioning of postsecondary education, including two-year and four-year colleges, universities, and graduate and professional schools. Volume 52, #4, June 2011 is now available:

- *The Impact of Campus Context, College Encounters, and Religious/Spiritual Struggle on Ecumenical Worldview Development*
Alyssa N. Bryant
Pages: 441-459
- *Ecumenical Worldview Development by Gender, Race, and Worldview: A Multiple-Group Analysis of Model Invariance*
Alyssa N. Bryant
Pages: 460-479
- *Measuring Student Involvement: A Comparison of Classical Test Theory and Item Response Theory in the Construction of Scales from Student Surveys*
Jessica Sharkness and Linda DeAngelo
Pages: 480-507
- *A Model for Doctoral Students' Perceptions and Attitudes Toward Written Feedback for Academic Writing*
Gulfidan Can and Andrew Walker
Pages: 508-536
- *Can Lottery Incentives Boost Web Survey Response Rates? Findings from Four Experiments*
Jerold S. Laguilles, Elizabeth A. Williams and Daniel B. Saunders
Pages: 537-553

For more information, contact [Rob Toutkoushian](#), RIHE Editor. Manuscripts should be submitted using the [Editorial Manager system](#).

AIR members receive a discount on all journals. Visit the [web site](#) to order at the discounted price.

NCES Publications

Profile of Degree/Certificate-Seeking Entering Undergraduate Students, By Control and Level of Institution

These Web Tables compare enrollment information for entering full-time, first-time degree- or certificate-seeking students to three other degree- or certificate-seeking entering student groups: (1) part-time, first-time students; (2) full-time, transfer-in students; and (3) part-time, transfer-in students. The Web Tables present the distribution of these four student groups across institutions possessing different characteristics and by the gender and race/ethnicity of the entering student population. [View report.](#)

High School Longitudinal Study of 2009 (HSL:09): A First Look at Fall 2009 9th-Graders

This report features initial findings from the base year of a new longitudinal study that started with a nationally representative cohort of ninth-graders in the fall of 2009 and will follow these students through postsecondary education and the world of work. The base year data focus on students' transitions into high school, especially their decisions about courses and plans for postsecondary education and careers. The HSL:09 study captures these decisions, plans, expectations, and activities generally, but also specifically, in math and science. [View report.](#)

Web Tables—Six-Year Attainment, Persistence, Transfer, Retention, and Withdrawal Rates of Students Who Began Postsecondary Education in 2003-04

These Web Tables present data on the enrollment experiences of a nationally representative sample of 2003–04 first-time postsecondary students over a period of 6 academic years, from 2003–04 to 2008–09. Tables include students' certificate or degree attainment and persistence at their first institution and at any institution; withdrawal from both first institution and from postsecondary education without a degree or certificate; characteristics of first transfer among students who transferred; and four-, five-, and six-year bachelor's degree completion rates. Results are shown by students' demographics, enrollment characteristics, and persistence risk factors. [View report.](#)

Other Publications

NILOA – Learning Outcomes Assessment in Community Colleges Released

As community colleges becoming increasingly important in educating students across the country, more emphasis is being placed on community colleges to provide the public with information on learning outcomes of its students. In this [10th NILOA Occasional Paper](#), Charlene Nunley, Trudy Bers, and Terri Manning describe the complex environment of community colleges as it relates to student learning outcomes assessment. Results from previous surveys of community college institutional researchers and chief academic officers are analyzed in addition to short vignettes of examples of good practices at various community colleges. Through prior experience either working with institutions or within their own institution, suggestions are offered from the authors in an effort to make student learning outcomes assessment more effective and transparent. Please contact Staci Provezis, sprovez2@illinois.edu, with any questions about the report.

Achieving the Dream – Pell Grant Student Success Analysis in Data Notes (July/August 2011)

Past research has found that low-income students are often at-risk for lower levels of postsecondary education success than students who are not low-income. Using Pell grant receipt as an indicator of income level, this issue of Data Notes examines whether this general finding holds true at Achieving the Dream colleges. Pell grant recipients' success rates were measured against non-recipients regarding persistence, course completion rates, college transfer/completion rates, and completion rates of developmental and gateway courses were analyzed to determine if differences existed in the outcomes of recipients compared with non-recipients. This report's findings challenge traditional thought, and demonstrate that Pell grant recipients have higher success rates on some of the measures than non-recipients. You can view Data Notes on the Achieving the Dream [website](#).

Sue Clery, sclery@jblassoc.com

Quality Approaches in Higher Education Journal Available Online

The American Society for Quality (ASQ) Education Division is pleased to announce the release of the June issue of its peer-reviewed online journal, [Quality Approaches in Higher Education](#).



The purpose of this publication is to engage the higher education community in a discussion on topics related to improving quality in higher education and identifying best practices in higher education and to expand the literature specific to quality in higher education topics. *Quality Approaches in Higher Education* welcomes faculty to consider submitting articles for review. *Manuscripts are being accepted now for consideration for future issues.*

The “Call for Articles” for future issues and “Author Guidelines” are included in this issue. In particular, the editorial team is interested in manuscripts on topics that include using assessments for continuous improvement and accreditation, showing how use of the Baldrige framework can increase student success, increasing engagement and quality of learning through lecture capture and other technologies, dealing with rising costs without jeopardizing learning, sponsoring programs for helping graduates gain employment, and merging research with practice.

ACRL Now Offering ACRLMetrics

The Association of College and Research Libraries (ACRL) now offers ACRLMetrics, a new web-based online subscription service providing 24x7 on-demand secure browser access to ACRL and NCES academic library statistics (2000 to present).

ACRLMetrics can perform peer-group benchmarking, create robust reports for use in presentations, grant applications, self-studies, and generate trend analysis for strategic planning. It also supports the calculation of ratios recommended in the ACRL Standard for Libraries in Higher Education. The statistics describe the collections,

staffing, expenditures, and service activities of academic libraries in all Carnegie classifications from 1999-present, including:

- Collections (including volumes, serials, and multimedia)
- Expenditures (library materials, wages and salaries, and other operating)
- Electronic Resources (including expenditures, collections, services, and usage)
- Personnel and Public Services (staff and services)
- Ph.D.s Granted, Faculty, and Student Enrollment
- Faculty Rank, Status, and Tenure for Librarians

For more information, visit the [ACRL website](#).

Mary Jane Petrowski, mpetrowski@ala.org

Meetings and Events

AIR Annual Forum

2011 Forum Wrap-Up

The 2011 AIR Forum lived up to its theme of “New Ideas, Better Decisions” by bringing together 1,533 higher education professionals to discuss current trends and best practices in the field of institutional research. Participants had access to over 350 educational sessions and more than 50 poster displays. Plenary speakers Dr. Richard Arum and Dr. Mark Milliron highlighted the importance of institutional research and the role it plays in the future of higher education.

In addition to networking with other colleagues, attendees had the opportunity to connect with 45 exhibitors who provided the latest tools and resources to support data use for decision making.

All AIR members can benefit from the 2011 Forum by accessing presentation materials online. Login to the [My Schedule tool](#) on the Forum website to download handouts and full-length scholarly papers.

Save the Date!

The 2012 Forum will take place June 2-6, 2012 in New Orleans, Louisiana. Visit the [AIR Forum web site](#) for updates on hotel information, Call for Proposals, and volunteer opportunities.



Affiliate Group Meetings



The **Sixth Regional Conference on Higher Education for Knowledge Creation and Capacity Building** will be held August 8-12, 2011, at the Guest Houses/Conference Centre, University of Lagos, Akoka-Yaba, Lagos, Nigeria. The conference is organized by Higher Education Research and Policy Network (HERPNET). Visit the [web site](#) for more information about the conference.



The Pacific Northwest Association for Institutional Research and Planning - Save the Date: PNAIRP's 2011 Conference will be held in Olympia, Washington, October 5th-7th. Our 32nd annual conference is themed *Collaborations, Partnerships and Data Sharing: A Path to Better Research*. More information about the conference can be found at the PNAIRP [website](#).

Canadian Institutional Research and Planning Association 20th Annual Conference – Save the Date: The Canadian Institutional Research and Planning Association is pleased to announce its Call for Papers for "*Looking Forward: Institutional Research and Planning in Canada*" which will focus on challenges facing our profession in the future while not losing sight of our origins. The conference is being held in Fredericton, New Brunswick, from October 23rd to 25th 2011 at the Lord Beaverbrook Crowne Plaza Hotel. Please see the conference [web site](#) for details.



The California Association for Institutional Research (CAIR) Conference - Save the Date: CAIR will hold its annual conference November 9-11, 2011 at the Doubletree Hotel Sonoma - Wine Country in Rohnert Park, California. The conference theme is "*Assessing the Landscape of Higher Education in California*". Additional information can be found at the [CAIR website](#).



The **Australasian Association for Institutional Research (AAIR) Forum**, "*Let the Sunshine in*" will be held November 9-11, 2011, at Sea World Resort, Gold Coast, QLD, Australia. Each year AAIR holds a conference to bring together experts and professionals to promote the exchange of ideas and developments in the field of institutional research. **Call for Abstracts closes June 28, 2011**, and the **Early Bird Registration ends August 11, 2011**. Please visit the [conference web site](#) for more information.



Mid-American Association for Institutional Research 31st Annual Conference: Registration is now open and proposals are being accepted for the 31st Annual Conference: *Retooling IR: Connect. Inform*. The conference will be held November 9-11, 2011 at the Marriott Country Club Plaza in Kansas City, Missouri. IR professionals, higher education faculty, and graduate students are encouraged to submit proposals to present original research or to lead topical discussions. The MidAIR Conference features distinguished speakers, workshops led by leading practitioners, and research presentations. **Deadline for submitting proposals is August 1, 2011**. For more information, visit our [web site](#).

Other Meetings



Assessment in the Arts Conference - Save the Date: Rocky Mountain College of Art and Design is coordinating the Assessment in the Arts conference, July 28-30, 2011, in Denver, CO. The keynote speaker will be Dr. Douglas Boughton, the Director of the School of Art at Northern Illinois University. Please contact aostrowski@rmcad.edu for further information.

The Asian Conference on Academic Journals and Higher Education Research – Save the Date: The Philippine Association of Institutions for Research (PAIR) encourages everyone to attend the conference being held August 17-20, 2011 in Cagayan de Oro City, Philippines. The theme of the Asian Conference is *“Practical and Breakthrough Solutions for a Sustainable Asian Region”*. Conference details can be found at the [web site](#).



Purdue University Discovery Learning Research Center will host an international conference "Transforming Education: From Innovation to Implementation", October 10-12, 2011 in West Lafayette, IN. The conference will focus on developing strategies for the effective transition of STEM educational research to

classroom practice across higher education. For more details, visit the [web site](#).

IUPUI 2011 Assessment Institute – Save the Date: The Assessment Institute will be held October 30-November 1, 2011 in Indianapolis, IN. For more information, please consult our [web site](#) and click on 2011 Assessment Institute.

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.

[SENIOR POLICY ANALYST/RESEARCHER](#) - Middle States Commission on Higher Education, Philadelphia, PA

Deadline Date: Review of applications begins 8/10/11

[MANAGER OF STUDENT AFFAIRS ASSESSMENT](#) - Bridgepoint Education, San Diego, CA

Deadline Date: Open until filled

[DIRECTOR OF ACADEMIC ASSESSMENT](#) - University of Nevada, Las Vegas, NV

Deadline Date: 8/17/2011

[BUSINESS INTELLIGENCE ANALYST](#) - Fordham University, New York, NY

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Sul Ross State University, Alpine, TX

Deadline Date: Open Until Filled

[SENIOR INSTITUTIONAL RESEARCH ANALYST \(posting 20092356\)](#) - New York University, New York, NY

Deadline Date: 8/5/2011

[INSTITUTIONAL RESEARCH ANALYST \(posting 20092597\)](#) - New York University, New York, NY

Deadline Date: 8/5/2011

[INSTITUTIONAL RESEARCH ANALYST \(posting 20092357\)](#) - New York University, New York, NY

Deadline Date: 8/5/2011

[INSTITUTIONAL RESEARCH ANALYST \(posting 20092368\)](#) - New York University, New York, NY

Deadline Date: 8/5/2011

[ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Argosy University, Chicago, IL

Deadline Date: 7/29/2011

[INSTITUTIONAL RES ASSOC III](#) - Bridgepoint Education, San Diego, CA

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH MANAGER](#) - Bridgepoint Education, San Diego, CA

Deadline Date: Open until filled

[SENIOR BUSINESS INTELLIGENCE ANALYST](#) - Fordham University, New York, NY

Deadline Date: Open until filled

[RESEARCH ANALYST 2](#) - Spokane Falls Community College, Spokane, WA

Deadline Date: 7/22/11

[SENIOR ACADEMIC ADMINISTRATORS](#) - Zayed University, Abu Dhabi/Dubai, UAE

Deadline Date: Open Until Filled

[ASSESSMENT COORDINATOR](#) - Pittsburg State University, Pittsburg KS

Deadline Date: 8/8/11

[COORDINATOR OF ASSESSMENT & PLANNING](#) - Pace University, Pleasantville/Briarcliff Campus, NY

Deadline Date: Open Until Filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Lasell College, Newton, MA

Deadline Date: Open Until Filled

[DATA ANALYST](#) - Northwestern State University of Louisiana, Natchitoches, LA

Deadline Date: Open Until Filled

[DATA ANALYST \(Position # 0129139\)](#) - University of Pittsburgh, Pittsburgh PA

Deadline Date: Open Until Filled

[PLANNING & INSTITUTIONAL RESEARCH ASSOCIATE \(Associate, Academic & Institutional Studies II\)](#) - California State University, East Bay - Hayward, CA

Deadline Date: Open Until Filled

[RESEARCH ANALYST](#) - Walden University, Minneapolis, MN

Deadline Date: Open Until Filled

[INSTITUTIONAL RESEARCH ASSOCIATE](#) - Ivy Tech Community College, Indiana

Deadline Date: Open Until Filled

[INSTITUTIONAL RESEARCH SPECIALIST](#) - West Coast University, Irvine, CA

Deadline Date: Open Until Filled

[MANAGER OF STUDENT & PROGRAM ASSESSMENT \(Senior Admin Analyst\)](#) - University of California Merced, Merced, CA

Deadline Date: Open until filled

[DIRECTOR, OFFICE OF ASSESSMENT](#) - Bridgewater State University, Bridgewater, MA

Deadline Date: Open Until Filled

[BUSINESS & TECHNOLOGY APPLICATIONS ANALYST](#) - Western Carolina University, Cullowhee, NC

Deadline Date: 7/15/2011

[DIRECTOR, OFFICE OF INSTITUTIONAL RESEARCH](#) - Bridgewater State University, Bridgewater, MA

Deadline Date: Open Until Filled

[MANAGEMENT ANALYST OR MANAGEMENT ANALYST SENIOR](#) - Northern Arizona University, Flagstaff, AZ

Deadline Date: 7/20/11

[BUSINESS INTELLIGENCE SYSTEMS ANALYST](#) - University of Massachusetts, Amherst, MA

Deadline Date: July 25, 2011 or until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH AND STRATEGIC PLANNING](#) - Heald College, San Francisco, CA

Deadline Date: Until Filled

[RESEARCH ASSISTANT, PLANNING, RESEARCH AND POLICY ANALYSIS](#) - Illinois State University, Normal, IL

Deadline Date: 7/25/2011

[MANAGER-INSTITUTIONAL EFFECTIVENESS](#) - Higher Colleges of Technology, Abu Dhabi, UAE

Deadline Date: 8/15/11

[PLANNING ANALYST 2](#) - University of Houston, Houston, TX

Deadline Date: Open until filled

[COORDINATOR](#) - Regis University, Denver, CO

Deadline Date: Application review begins last week of July

[DIRECTOR OF MARKET & SURVEY RESEARCH](#) - Performa Higher Education, Whitsett, NC

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH DATABASE/SYSTEMS ANALYST](#) - University of Colorado, Boulder, CO

Deadline Date: 7/27/11

[DIRECTOR, OFFICE OF INSTITUTIONAL EFFECTIVENESS](#) - CityU, Seattle, WA

Deadline Date: 7/15/11

[RESEARCH AND POLICY ANALYST](#) - Council on Postsecondary Education, Frankfort, KY

Deadline Date: open until filled

[COORDINATOR FOR RESEARCH PROJECTS](#) - North Carolina Community College System, Raleigh, NC

Deadline Date: 7/14/11

[SENIOR ANALYST/CONSULTANT FOR ENROLLMENT MANAGEMENT](#) - Eduventures, Boston, MA

Deadline Date: Open until filled

[RESEARCH ANALYST](#) - Marist College, Poughkeepsie, NY

Deadline Date: Until Filled

[RESEARCH ANALYST](#) - Gordon College, Barnesville, GA

Deadline Date: 7/17/2011

[RESEARCH ANALYST](#) - Pueblo Community College, Pueblo, CO

Deadline Date: 7/14/11

[RESOURCE AND POLICY ANALYST](#) - University of Illinois, Urbana, IL

Deadline Date: 7/22/2011

[DATA SPECIALIST/PROGRAMMER](#) - St. Joseph's College, Brooklyn, NY"">Application

Deadline: August 1, 2011"

[RESEARCH COORDINATOR](#) - Geneva Foundation, Washington, DC

Deadline Date: Open until filled

[ASSOCIATE VICE CHANCELLOR OF INSTITUTIONAL RESEARCH, PLANNING AND ASSESSMENT](#) - Keiser University, Fort Lauderdale, FL

Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH ANALYST](#) - North Georgia College & State University, Dahlonega, GA

Deadline Date: Open until filled

[RESEARCH ANALYST](#) - Midwestern State University, Wichita Falls, TX

Deadline Date: Open Until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - New York School of Interior Design (NYSID), New York, NY

Deadline Date: Open until filled

[STUDENT AFFAIRS RESEARCH ASSOCIATE](#) - University of Alaska, Anchorage, AK

Deadline Date: July 7, 2011 (review begins)

[ASSISTANT PROVOST AND DIRECTOR OF INSTITUTIONAL RESEARCH AND ASSESSMENT](#) - University of Tennessee - Knoxville, TN

Deadline Date: Screening begins 7/15/2011 and will continue until position is filled

[DIRECTOR OF ENROLLMENT MANAGEMENT RESEARCH](#) - University of Oregon, Eugene, OR

Deadline Date: 7/4/11

[RESEARCH DESIGNER AND ANALYST](#) - Carnegie Mellon University, Pittsburgh, PA

Deadline Date: open until filled

[STUDENT AFFAIRS ASSESSMENT MANAGER](#) - Bridgepoint Education, San Diego, CA

Deadline Date: 7/10/11

[ASSOCIATE DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Morehead State University, Morehead, KY

Deadline Date: 8/1/11

[DIRECTOR, INSTITUTIONAL RESEARCH](#) - Santa Fe College, Gainesville, FL

Deadline Date: Open Until Filled

[QUALITY ASSURANCE RESEARCH DATA DATA SPECIALIST](#) - Wayne County Community College District, Detroit, MI

Deadline Date: 7/29/11

[PROVOST & CHIEF ACADEMIC OFFICER](#) - WGU, Salt Lake City, UT

Deadline Date: Open until filled

[DIRECTOR OF PLANNING, INSTITUTIONAL EFFECTIVENESS AND RESEARCH](#) - Spokane Falls Community College, Spokane, WA

Deadline Date: 7/15/2011

[RESEARCH ANALYST](#) - Mount Wachusett Community College, Gardner, MA

Deadline Date: 7/12/2011

[MANAGER OF INSTITUTIONAL EFFECTIVENESS](#) - Spokane Community College, Spokane, WA

Deadline Date: 7/5/2011

[SENIOR REPORT AND RESEARCH ANALYST](#) - RuffaloCODY, Cedar Rapids, IA

Deadline Date: 8/15/11

[DIRECTOR OF INSTITUTIONAL RESEARCH AND PLANNING](#) - University of Maine, Augusta, ME

Deadline Date: Review of applications begins immediately and will continue until a qualified applicant pool is identified.

[COORDINATOR, U15 DATA EXCHANGE](#) - University of Ottawa, Ottawa, ON

Deadline Date: 7/6/11

[ASSOCIATE DIRECTOR OF ENROLLMENT RESEARCH](#) - Northeastern University, Boston, MA

Deadline Date: open

[INSTIUTIONAL ANALYSIS RESEARCH SPECIALIST INTER](#) - University of Michigan, Flint, MI

Deadline Date: 6/29/2011

[ASSOCIATE DIRECTOR FOR ASSESSMENT AND EVALUATION, TEACHING, AND LEARNING LABORATORY](#) -

Massachusetts Institute of Technology, Cambridge, MA

Deadline Date: 7/25/11

[SENIOR RESEARCH ASSOCIATE](#) - Broward College, Fort Lauderdale, FL

Deadline Date: Open Until Filled

[ASSOCIATE DIRECTOR FOR ASSESSMENT](#) - University of Georgia, Athens, GA

Deadline Date: open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Lake Michigan College, Benton Harbor, MI

Deadline Date: 7/15/11

[ASSOCIATE DIRECTOR OF RESEARCH](#) - AACOM, Washington, DC

Deadline Date: open

[DIRECTOR OF INSTITUTIONAL EFFECTIVENESS AND ASSESSMENT](#) - Birmingham-Southern College, Birmingham, AL

Deadline Date: Applications will be received and reviewed until the position is filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - National Labor College, Silver Spring, MD

Deadline Date: Until Filled

[DATABASE SPECIALIST](#) - AAMC, Washington, DC

Deadline Date: Open until filled

[EDUCATIONAL RESEARCH AND DATA PROGRAMMER/ANALYST FOR INSTITUTIONAL EFFECTIVENESS](#) - Sowela

Technical Community College, Lake Charles, LA

Deadline Date: open until filled

[DIRECTOR, POLICY RESEARCH STUDIES](#) - AAMC, Washington, DC

Deadline Date: Open until filled

[ASSISTANT PROVOST FOR ACADEMIC ADMINISTRATION](#) - University of Rochester, Rochester, NY

Deadline Date: Open until filled

[DIRECTOR OF DATA QUALITY AND INSTITUTIONAL RESEARCH](#) - Cardinal Stritch University, Milwaukee, WI

Deadline Date: Open until filled

[GOLF INDUSTRY RESEARCH DIRECTOR](#) - National Golf Foundation, Jupiter, FL

Deadline Date: 6/30/2011

[ASST. COORD. OF INSTITUTIONAL RESEARCH-EFFECTIVENESS](#) - Missouri State, West Plains, MO

Deadline Date: Open until filled

[IR SPECIALIST](#) - St. Clair County Community College, Port Huron, MI

Deadline Date: Open until filled

[HR SPECIALIST](#) - St. Clair County Community College, Huron, MI

Deadline Date: Open until filled

[PROGRAMMER/ANALYST II](#) - HERI at UCLA, Los Angeles, CA

Deadline Date: Open until filled

[SENIOR RESEARCH ASSOCIATE](#), Broward College, Ft. Lauderdale, FL

Deadline Date: Open until filled (1st review of applications: 6/27/2011)

[MANAGER, INSTITUTIONAL RESEARCH](#) - Yeshiva University, New York, NY

Deadline Date: Open until filled

[PROGRAMMER ANALYST](#) - Harford Community College, Bel Air, MD

Deadline Date: Open until filled

[ASSISTANT DIRECTOR, INSTITUTIONAL RESEARCH](#) - Virginia Commonwealth University, Richmond, VA

Deadline Date: Open until filled

[SENIOR PROGRAM OFFICER, DATA, POSTSECONDARY SUCCESS](#) - Bill and Melinda Gates Foundation, Seattle, WA

Deadline Date: Open until filled

[INSTRUCTIONAL SYSTEMS SPECIALIST/COURSE DEVELOPER](#) - US Office of Personnel Management, Slippery Rock, PA

Deadline Date: Open until filled

[DIRECTOR, RESEARCH OPERATIONS](#) - Educational Testing Service, Princeton, NJ

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Baptist Health System School of Health, San Antonio, TX

Deadline Date: 8/15/11

[DIRECTOR OF INSTITUTIONAL RESEARCH AND PLANNING](#) - Duquesne University, Pittsburgh, PA

Deadline Date: Open until filled

[DATA WAREHOUSE RESEARCH SPECIALIST](#) - Kentucky Community and Technical College System, Versailles, KY

Deadline Date: Open until filled

[INSTITUTIONAL EFFECTIVENESS COORDONATOR-INSTITUTIONAL RESEARCH ANALYST](#) - Bluegrass Community and Technical College, Lexington, KY

Deadline Date: Open until filled

[RESEARCH ANALYST](#) - Western Interstate Commission for Higher Education, Boulder, CO

Deadline Date: open until filled

[INSTITUTIONAL RESEARCH ASSISTANT \(Part-Time\)](#) - The Graduate School, Washington, DC

Deadline Date: Open until filled

[INSTITUTIONAL EFFECTIVENESS & RESEARCH PROGRAM ANALYST](#) - Lincoln University, Lincoln University, PA

Deadline Date: Open until filled

[ASSESSMENT SPECIALIST](#) - UNT Health Science Center, Fort Worth, TX

Deadline Date: 8/6/11

[DIRECTOR OF INSTITUTIONAL RESEARCH AND PLANNING](#) - Mount Olive College, Mount Olive, NC

Deadline Date: Position advertised until filled

[SAS BUSINESS INTELLIGENCE AND DATA INTEGRATION COORDINATOR](#) - Kennesaw State University, Kennesaw, GA

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL EFFECTIVENESS](#) - Pioneer College, AZ

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - California College of the Arts, San Francisco, CA

Deadline Date: 7/25/2011

[DIRECTOR, INSTITUTIONAL EFFECTIVENESS, RESEARCH AND PLANNING](#) - Santa Fe College, Gainesville, GA

Deadline Date: Open until filled

[RESEARCH ANALYST](#) - Rutgers University, New Brunswick, NJ

Deadline Date: Open until filled

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

Deadline Date: Open until an adequate pool of applicants is received

[ASSESSMENT COORDINATOR](#) - Georgia Health Sciences University, Augusta, GA

Deadline Date: Open until filled

[DIRECTOR OF PLANNING AND INSTITUTIONAL EFFECTIVENESS](#) - Bridgepoint Education, San Diego, CA

Deadline Date: Open until filled

[SENIOR RESEARCH ANALYST FOR INSTITUTIONAL EFFECTIVENESS, ACADEMIC PLANNING, AND EVALUATION](#) -

Weber State University, Ogden, UT

Deadline Date: Open until filled

[RESEARCH ANALYST](#) - College of the North Atlantic, Doha, Qatar

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH AND PROGRAM REVIEW](#) - Savannah College of Art and Design, Savannah, GA

Deadline Date: Open until filled

[MANAGER, DATA ANALYSIS](#) - British Columbia Institute of Technology, Burnaby, BC, Canada

Deadline Date: Open until filled

[PROGRAMMER ANALYST](#) - Tidewater Community College, Norfolk, VA

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Virginia Community College System, Richmond, VA

Deadline Date: Open until filled

[ASSESSMENT COORDINATOR, IERP](#) - Santa Fe College, Gainesville, FL

Deadline Date: Open until filled

[RESEARCH SPECIALIST](#) - Brandman University, Irvine, CA

Deadline Date: 7/25/2011

[INSTITUTIONAL RESEARCH ANALYST \(2 positions available\)](#) - Northern Kentucky University, Highland Heights, KY

Deadline Date: Open until filled

[ASSISTANT/ASSOCIATE DIRECTOR FOR RESEARCH](#) - IERC, Edwardsville, IL

Deadline Date: Open until filled

[DIRECTOR FOR INSTITUTIONAL RESEARCH](#) - Lakeland Community College, Kirtland, OH

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Fresno Pacific University, Fresno, CA

Deadline Date: Open until filled

[BUSINESS INTELLIGENCE ANALYST](#) - Columbia College Chicago, Chicago, IL

Deadline Date: Open until filled

[RESEARCH ASSOCIATE IV](#) - University of Texas, Austin, TX

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) - Lewis & Clark College, Portland, OR

Deadline Date: Open until filled

Technical Tips from the Field

Creating Drop-Down Lists in Excel 2007

Gayle Fink (gfink@bowiestate.edu)

Before launching into the July Tech Tip, I wanted to share two reader observations regarding the June Tech Tip on in-cell graphing.

David Radwin, Research Associate, MPR Associates, Inc. writes that e-AIR readers may be interested in [Sparklines](#) for Excel, which is available as an add-in to earlier versions and is built into Excel 2010. It offers a fairly wide range of programmable tiny graphics with considerable customization.

For those of us who have Office 2010, Oleg Bepalov, Executive Director of Research and Institutional Effectiveness, San Jose-Evergreen Community College District, suggests taking a look at this [video for in cell graphing](#) under conditional formatting.

Thank you colleagues, for sharing!

This month's Tech Tip was inspired by one of those IR tasks that we all know and love – data entry. Creating drop-down lists for variables makes this data entry “easier” since you do not have to remember the coding values. Hopefully a little work upfront means less data cleanup in the long run. The steps below outline how to create drop-down lists on a different worksheet in the same workbook.

1. Create variable names as column headings on the **data entry sheet**.

	A	B	C	D	E
1	ID	Q1_Working	Q2_Attending_College	Q3_Degree_Level	
2					

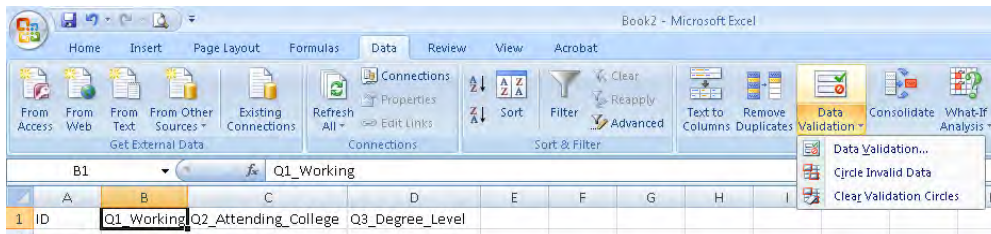
2. On the **values sheet** enter the values for each question in a single column or row without blank cells.

	A	B	C
1	Q1_Working	Q2_Attending_College	Q3_Degree_Level
2	1 = Yes, full-time,	1 = No, not enrolled again,	1 = Certificate (undergraduate)
3	2 = Yes, part-time,	2 = Yes	2 = AA degree(2 year)
4	3 = No and seeking employment,		3 = Bachelors degree
5	4 = No and not seeking employment		4 = Masters degree
6			5 = Doctoral degree
7			6 = Graduate Certificate
8			8 = Not seeking

3. On the **values sheet**, define a name for each list. To define a name, highlight the valid responses and click the name box on the left side of the formula bar and define a name (in this case “working”). Follow the same steps for the other variables.

	A	B	C
1	Q1_Working	Q2_Attending_College	Q3_Degree_Level
2	1 = Yes, full-time,	1 = No, not enrolled again,	1 = Certificate (undergraduate)
3	2 = Yes, part-time,	2 = Yes	2 = AA degree(2 year)
4	3 = No and seeking employment,		3 = Bachelors degree
5	4 = No and not seeking employment		4 = Masters degree
6			5 = Doctoral degree
7			6 = Graduate Certificate
8			8 = Not seeking
9			

4. Return to the **data entry sheet** and select the cell where you want the drop-down list (B1).
5. On the Data tab, in the Data Tools group, click Data Validation, then select the Settings tab in the Data Validation dialog box.



6. In the Allow box, click List. In the Source box, list the name of the range in the **values sheet**. You must place = before the name range. In this case, enter **=working**. (for cell B1).



7. The choice is yours, but I prefer to just keep the drop-down box on the top row to double-check codes. You can also copy/paste down the column. In this case, the copy/paste approach may need further formatting before pulling into other software (e.g., stripping off the description).

	A	B	C	D
1	ID	Q1_Working	_Attending_College	Q3_Degree_Level
2		1 = Yes, full-time,	1	1
3		2 = Yes, part-time,		
4		3 = No and seeking employ		
		4 = No and not seeking empl		

Parting Thoughts

Do you have a favorite quote? Something that resonates with you, inspires you, or simply brings a smile to your face? Send them to Gayle Fink (gfink@bowiestate.edu) for the next issue of *Parting Thoughts*.

Random Thoughts on the Virtues of a Vacation:

“A **vacation** is having nothing to do and all day to do it in.

--Robert Orben

“A **vacation** is over when you begin to yearn for your work”

--Morris Fishbein

“A **vacation** is a sunburn at premium prices”

--Hal Chadwicke

“**Vacation** used to be a luxury, however, in today's world, it has become a necessity.”

--Unknown

“The rainy days a man saves for usually seem to arrive during his **vacation**.”

--Unknown

On **vacations**: We hit the sunny beaches where we occupy ourselves keeping the sun off our skin, the saltwater off our bodies, and the sand out of our belongings.”

--Erma Bombeck

“No one needs a **vacation** more than the person who just had one.”

--Unknown

“I miss the days when summer **vacation** was about relaxing and hanging out with friends. Now it's all about working and squeezing your friends in when you can.”

--Unknown