



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 Directors Update – November 2011

Policy governance requires the Board to think about our responsibilities differently than we have in the past. We're working hard at it, whipping out our guidebooks and reference manuals to make sure our deliberations and documents conform to the Policy Governance model. Under this model, the Board exists to act as the "informed agent of the ownership." Representing members is not something new for the AIR Board, but that it is our entire *raison d'être* is new, and it allows the Board to focus entirely on what members want for our organization. Over the next several months, we will develop plans to gather the voice of the members so that we can indeed be that informed agent. We want to know why you belong to AIR and what you think would make our organization even stronger. We'll be looking at the degree to which the benefit you receive from membership might be correlated with your involvement in AIR. We are very much interested in the perspective of other stakeholders as well. We think there are important ideas about the future of the organization that we can garner through discussions with former members who no longer belong, and with institutional researchers who have never joined.

We hope that you'll think hard about goals and ideas that are mission-critical for AIR. Look for news about how to share your ideas in upcoming editions of *e-AIR* (and of course, we're always [happy to hear from you!](#))

Jennifer Brown Julia W. Carpenter-Hubin
AIR President AIR Vice President

Call for Submissions - *Crossing Boundaries in Higher Education*

Higher Education in Review (HER) announces a special call for papers, *Crossing Boundaries in Higher Education*. This juried competition seeks high quality submissions that address current problems with new methods composed by graduate student first authors. The top piece submitted will earn **The Patrick Terenzini Prize for the Best Original Contribution by a Graduate Student**.

Submitted pieces will be evaluated based upon the quality of the composition, the soundness and originality of the work, and the consistency with the theme of this year's competition. All pieces should accomplish at least one of the following:

- (1) a discussion of current thought in the relevant higher education subfield(s)
- (2) a description of a problem or gap in this thought, and/or
- (3) explication of a new approach that might address this issue

Following an initial evaluation by HER editorial staff, a panel of established scholars will select the best paper from among those submitted. The author of this paper will be presented the Patrick Terenzini Prize and the submitted piece will be published in the 2013 volume of HER. This award carries a small monetary award of \$250 and an invitation for the author(s) to present the piece as a keynote address at the annual Higher Education in Review Symposium. Other exceptional pieces submitted for consideration as part of *Crossing Boundaries* will also be considered for publication.

All authors must be graduate students at the time of submission. Works may not be under review elsewhere at the time of submission nor submitted elsewhere during the duration of the competition. To be considered, submissions must be sent to HigherEducationInReview@psu.edu as a Word-compatible (.doc, .rtf, etc.) attachment by **February 15, 2012** and must contain the subject heading "Patrick Terenzini Prize."

Second National Campus Survey on Veteran Programs Launched Veterans Day 2011

On November 11, 2011, a collaborative of higher education associations – the American Association of State Colleges and Universities (AASCU), American Council on Education (ACE), National Association of Student Personnel Administrators (NASPA), and National Association of Veteran Personnel Administrators (NAVPA) – launched the second iteration of their national survey on programs and services offered to veteran and active duty military students by colleges and universities across the country. Via the 2009 survey report, [From Soldier to Student: Easing the Transition of Service Members on Campus](#), for more information. Over 700 institutions – public, private, and proprietary – participated in 2009.

An online survey link was emailed to student personnel administrators on November 11 (Veterans Day). Any assistance the IR community can lend in completing the survey is greatly appreciated. Survey results will be presented in July of 2012 at the [Department of Defense \(DoD\) WorldWide Education Symposium](#) in Las Vegas, Nevada. Questions about the 2011 survey or about the 2008 data can be addressed to:

Bryan Cook
bcook@acenet.edu

AAUP Faculty Compensation Survey 2011-12

The 2011-12 AAUP Faculty Compensation Survey is now open for data collection. Complete information is available on the [survey website](#).

There are no substantive changes to our survey data definitions or data submission process for 2011-12. However, to submit data via file upload, please download the 2011-12 data file from the survey website as the file from last year will not work properly.

NCES has released a notice of changes to the IPEDS Human Resources survey for 2011-12 that eliminate the benefits items from the Salaries section. Visit the [website](#) and access “Changes to the 2011-12 Data Collection”. We are maintaining the AAUP survey benefits section as unchanged. At the same time, we recognize that the change in IPEDS reporting may affect the response to this section of our survey. We will be relaxing the rules for data submission and changing our reporting formats accordingly.

We are continuously updating our survey contact and institutional records, so if you know of changes to contact person(s), email addresses, institution names or categories, please send us a [note](#). Thank you for participating in our survey.

John Curtis, Director of Research and Public Policy (jcurtis@aaup.org)
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 "The Changing Scene," send a note with the key facts to Gayle Fink (gfink@bowiestate.edu).

Dr. Michael Boatwright is now an Associate Professor at South Carolina State University in Columbia.

Mark Figueroa joined the Lewis & Clark community as Director of Institutional Research as of November 15. He replaces Jay Beaman, who retired this summer after 10 years in the position. Figueroa was previously Director of Assessment, Planning, and Institutional Research at Scripps College.

Jerry Finch will retire from Seattle Pacific University as Director of Institutional Research, of as of Dec. 23, 2011. He and his wife will enjoy traveling until they decide where to settle next.

Tom Gospodarczyk has become the Executive Director of Continuing Education at the University of Wisconsin at Stevens Point. He had been the Dean of Institutional Research & Planning at Sauk Valley Community College in Dixon, Illinois.

Jimmy Jung is now AVP for Enrollment Management at SUNY College at Brockport in New York.

Maura McCool is now Senior Research & Data Analyst at the National Higher Education Benchmark Institute (NCCBP, The Kansas Study) at Johnson County Community College.

Mr. Gary R. Moser is now a Planning and Institutional Research Associate II at California State University-East Bay in Oakland.

Patrick Rossol-Allison is now Director of Institutional Research and Evaluation at Johnson County Community College. He will continue to resume some of his responsibilities from his previous position as Senior Research Analyst at the National Higher Education Benchmark Institute (NCCBP, The Kansas Study). He currently serves as MidAIR president and is involved in various AIR activities.

Kelli Scott has moved from North Georgia and is now at Macon State College as Director of Institutional Research and Planning.

Dr. Martin Sellers, previously Vice President for Academic Affairs at Cox College, Springfield Missouri, is now Dean of Research and Service at Lincoln Memorial University (LMU), Harrogate Tennessee. His duties will be to advance the growth of grant activity and to encourage scholarly work within the six schools at LMU. Martin had been Dean of Undergraduate Studies in a past appointment at LMU.

Linda Suskie has become a full time freelance consultant for assessment and accreditation and can be reached at linda.suskie@comcast.net.

KyMBER L. Taylor is now Assessment Analyst at Stevenson University in Stevenson, Maryland.

Abbey Ure has joined the Office of Institutional Effectiveness at the University of North Texas at Dallas as a research analyst. She previously served in a similar capacity at Utah Valley University.

IR In The Know

November 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.

Time is the Enemy

Complete College America's (CCA) [Time is the Enemy](#) report on degree completion explains the primary reason students fail to earn a degree is life gets in the way. Life circumstances can be particularly challenging for nontraditional students, who currently account for 75% of the postsecondary population. These students tend to enroll part-time which extends the time to graduation and increases the probability that life circumstances such as family, economic crises, or job demands will impede progress towards a degree. CCA identifies several actions states can take to improve graduation rates including streamlining the curriculum, rethinking remediation policies and incorporating developmental instruction into credit classes, and eliminating unnecessary credit requirements.

The Road Ahead: A Look at Trends in the Educational Attainment of Community College Students

[The Road Ahead: A Look at Trends in the Educational Attainment of Community College Students](#), a policy brief from the American Association of Community Colleges, presents data on rising levels of educational attainment at community colleges. Over the past 20 years, the percent increase in awards conferred by community colleges is double the increase in enrollment, and transfer rates are higher as well. These gains are the result of the many constituents (e.g., students, families, colleges, and communities) working together with a focus on attainment and outcomes.

Prior Learning Assessments

[Prior Learning Assessments: Tools to Help 21st Century Students Achieve Their Postsecondary Education Goals and Keep America Competitive](#), a brief from the Center for American Progress and the Council for Adult and Experiential Learning (CAEL), reports that adult and nontraditional students enter postsecondary education with learning acquired outside of a traditional classroom. The brief outlines several ways to assess adult students on what they already know. These learning assessments help adult learners save time and money by providing college credit for prior learning. Several initiatives of prior learning assessments are highlighted.

A Guide to U.S. College Completion Initiatives

[A Guide to U.S. College Completion Initiatives](#), the October 2011 Policy Matter brief published by the American Association of State Colleges and Universities, describes college completion initiatives aimed at increasing the number of adults in the United States who have a postsecondary credential. Over the past three years, numerous college completion initiatives have been established, driven by both political pressure and major foundation funding. Thirteen major initiatives are summarized and include information about the sponsoring organizations, funding partners, origins, goals, accomplishments to date, and future plans. Recommendations for increasing the success of college completion efforts include avoiding initiative fatigue, coordinating efforts, ensuring access, focusing on quality, and planning for the future.

Survey of College and University Admissions Directors

[The Inside Higher Ed Survey of College and University Admissions Directors](#) addresses key issues for admissions professionals including policies and practices related to recruiting, recruiting special populations, the use of standardized tests, and the role of social media. "Rising concerns from families about tuition and affordability" was

identified by four-year institutions as the top issue they are facing, and it was ranked second at community colleges, after “reduced state funding that affects the quality and availability of academic programs.” Admissions officers are also under increasing pressure to recruit students who can pay more (e.g., out-of-state tuition rates) with “recruiting more out-of-state (domestic) students” as the most important strategy used at four-year institutions (especially public universities) followed closely by “providing more aid for low- and middle-income students.” Two-thirds of community college admissions directors rated “providing more aid for low- and middle-income students” as a key strategy, and one-third rated “attracting more full-pay students” as a key strategy.

College Board: Trends in Higher Education Series

The annual College Board’s Trends in Higher Education Series was released in late October and presents information and analysis on college pricing and student aid.

Trends in College Pricing 2011 provides detailed information on 2011-12 tuition and fees and room and board for public two-year and four-year, and private four-year institutions. The report focuses on both published prices and net prices that take into account grant aid. Trend data on institutional finances and family income also provide a measure of college affordability.

Trends in Student Aid 2011 covers the types, sources, and amounts of financial aid available to assist students and families in paying for postsecondary education. The report looks at both undergraduate and graduate debt. Data in this report are from the 2010-11 academic year.

How America Pays for College 2011

Sallie Mae’s *How America Pays for College 2011* describes decisions families make in paying for a college education. The study provides the average amounts and percent of total costs paid from each funding source a “typical” family uses to pay for college including family income, savings, borrowing against retirement funds, and home equity loans. In 2010-11, a very significant shift in spending behavior occurred, with the average family paying 9% less for college than the previous year. The contributing factors for this decline are a shift to attending lower cost schools, an increase in the numbers of low income families, and lower out-of-pocket spending among high- and middle income families.

Policy Watch

Version 2 Final Draft of the Common Education Data Standards (CEDS) was released in late October and is open for comment until November 28, 2011. To comment, please visit the CEDS [website](#).

CEDS is a collection of common data definitions and code sets for student-level data that can be used by institutions and states for data exchange within and across states, and to assist in federal reporting. More information about CEDS is available in the [July 25, 2011](#) This Week in IPEDS announcement and in [AIR Alert #39](#).

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, *Innovative Higher Education* and *Research in Higher Education* are featured.

Innovative Higher Education

This journal is published online and in print. Publication online, as what Springer Press terms “Online First,” happens quite quickly once a manuscript is accepted and articles are fully citable with a doi number. The print publication appears later, and five issues are published annually.

The five articles posted most recently in “Online First” are as follows.

- George Howell and Jeffrey M. Buck, “The Adult Student and Course Satisfaction: What Matters Most?”
- L. Earle Reybold, Kristin W. Corda, David Brazer, Lynn Schrum, “The Politics of Dissertation Advising: Early Career Faculty Negotiation of Access and Participation”
- Linda Vanasupa, Katherine E. McCormick, Carolyn J. Stefanco, Roberta Herter, and Margot McDonald, “Challenges in Transdisciplinary, Integrated Projects: Reflections on the Case of Faculty Members’ Failure to Collaborate”
- Angela Henderson and Jennifer L. Murdock, “Getting Students Beyond Ideologies: Using Heterosexist Guided Imagery in the Classroom”
- Amy Lee, Rhiannon Williams, and Rusudan Kilaberia, “Engaging Diversity in First Year College Classrooms”.

Editors’ tip: If you are thinking about submitting a manuscript, we encourage you to review the journal [website](#) closely. On the home page, you will find the goals of the journal, the minimum guidelines for submission, and links to more detailed guidelines for submission, as well as abstracts going back to 1989 and a topical listing of published articles.

We often receive an inquiry as to whether or not a manuscript is appropriate for submission, and, as a matter of procedure, we decline to render judgment about a manuscript by abstract or short explanation of the topic. Visit the [IHE website](#) for more information.

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, #8, December 2011](#) is now available:

- *Contingent Instructors and Student Outcomes: An Artifact or a Fact?*
Iryna Y. Johnson
Pages: 761-785
 - *Uncontrolled Destinies: Improving Opportunity for Low-Income Students in American Higher Education*
Mark E. Engberg and Daniel J. Allen
Pages: 786-807
 - *A Culture of Teaching: Policy, Perception, and Practice in Higher Education*
Bradley E. Cox, Kadian L. McIntosh, Robert D. Reason and Patrick T. Terenzini
Pages: 808-829
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- *Diverse Colleges of Origin of African American Doctoral Recipients, 2001–2005: Historically Black Colleges and Universities and Beyond*
Amy E. Sibulkin and J. S. Butler
Pages: 830-852
- *Cohorts and Relatedness: Self-Determination Theory as an Explanation of How Learning Communities Affect Educational Outcomes*
Martine Robinson Beachboard, John C. Beachboard, Wenling Li and Stephen R. Adkison
Pages: 853-874

For more information, contact [Rob Toutkoushian](#), RIHE Editor. Manuscripts may 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

The [NCES Projections of Education Statistics to 2020](#) (NCES-2011-026) provides 15 years of national data and projections on key education statistics for elementary and secondary schools and postsecondary institutions. Included are data on enrollment, graduates, instructional staff, and expenditures to 2020.

The NCES *Stats in Brief: Merit Aid for Undergraduates: Trends from 1995-96 to 2007-08* (NCES 2012-160) examines trends in merit aid by student demographic and academic characteristics compared with need-based grant aid. The report addresses: (1) how merit aid changed between 1995-96 and 2007-08 in comparison to need-based grant aid; (2) the characteristics of students receiving merit aid in 2007-08; (3) how merit and need-based institutional aid differ by institution type; and (4) how state grant aid, merit, and need-based differ by region.

[Statistical Methods for Protecting Personally Identifiable Information in the Disclosure of Graduation Rates of First-Time, Full-Time Degree- or Certificate-Seeking Undergraduate Students by 2-Year Degree-Granting Institutions of Higher Education](#) - This Technical Brief provides guidance to Title IV 2-year degree-granting institutions in meeting the statutory disclosure requirement related to graduation rates while minimizing the risk of revealing the graduation status of individual students.

Other Publications

NPEC IPEDS Reports

- **National Postsecondary Education Cooperative (NPEC)**

The National Postsecondary Education Cooperative (NPEC) has recently released the following report related to IPEDS: [The History and Origins of Survey Items for the Integrated Postsecondary Education Data System](#). This project was conducted to determine the origin of items in the 2011-12 Integrated Postsecondary Education Data System (IPEDS) survey components. The report was developed to document the sources of current IPEDS data items as background information for interested parties and to provide guidance when NCES, technical review panels, and others are considering potential changes to the IPEDS data collection.

- **Suggestions for Improvements to the Collection and Dissemination of Federal Financial Aid Data**

Several offices within the U.S. Department of Education collect and disseminate data about student financial aid. However, limitations of these data sources may make it difficult for consumers, policymakers, and researchers to gain a complete picture of the sources, types, and amounts of aid going to students at institutions of higher education and the relationship between aid and policy goals such as access and success. This report presents the findings and recommendations of the National Postsecondary Education Cooperative (NPEC) Working Group on Financial Aid Data, which sought to identify potential improvements to the collection and dissemination of federal financial aid data. The recommendations in this report do not affect IPEDS Student Financial Aid reporting at the present time, but rather suggest directions for future improvement over time. The report can be found at the [NCES website](#).

New Publication: Society for College and University Planning (SCUP)

The new volume, [Integrated Resource and Budget Planning at Colleges and Universities](#), is the culmination of several years of discussions, face-to-face roundtables, conference calls, and virtual meetings by the Society for College and University Planning's Resource & Budget Planning Advisory Group. Each chapter is a tool for SCUP members, crafted by experienced, on-campus peer-practitioners. There is some opinion and original research, but the publication contains mostly very practical descriptions, analysis, and insights into tools and processes. Non-members may purchase the three formats offered in SCUP's store. Mobile formats will also be available for sale (for the same price) on [Scribd.com](#), [iTunes.com](#), and at [store.Apple.com](#). (Free for SCUP members, non-members \$10).

New Publication: IGI Global

Global is offering discounts on its *Cases on Institutional Research Systems*, a reference book for institutional research, appealing to novice and expert IR professionals and the administrators and policymakers that rely on their data. By presenting a variety of institutional perspectives, the book depicts the challenges and solutions to those in higher education administration, and state, federal, and even international accreditation. Access the [discount/order page](#) or find further information about the book by visiting the [IGI-Global website](#).

Meetings and Events



AIR 2012 Forum
New Orleans, Louisiana
June 2, 2012 – June 6, 2012

Call for Concurrent Session Proposals – Update There is good news to share about the Call for Proposals for presentations at the [2012 AIR Forum](#). We received a total of 541 proposals. The large number of proposals assures we will have a rich and diverse program again this year.

The strong response to this year's Call for Proposals signals that the [2012 Forum](#) will be well attended and another great professional development and networking opportunity. Mark your calendar and plan to join us June 2-6, 2012 in New Orleans.

Registration and full program details will be available in mid-January.

Affiliate Group Meetings



North East Association for Institutional Research (NEAIR) – Conference Registration Open:

Registration is open for NEAIR's 38th Annual Conference, Leading the Charge for Institutional Renewal, at the Boston Park Plaza hotel. Please see the conference [website](#) for preliminary program, hotel, and registration information.

World Research Festival, 2012 – Save the Date: The Philippines Association for Institutional Research (PAIR) will co-host the World Research Festival, August 22-25, 2012 in Cebu City, Philippines. Please see the [website](#) for additional information.

Other Meetings

The Future of Higher Education Conference - The Center for Public Scholarship presents the 26th conference from the Social Research journal at The New School. The aim of the conference is to outline the ways in which U.S. university leadership can work to ensure that U.S. universities can continue to adapt and thrive as their contexts change. The conference will be held **December 8-9, 2011**, in the John Tishman Auditorium, New York City. Registration and full program information, including keynote speakers, can be found at the [website](#).

The Association for the Assessment of Learning in Higher Education announces its *Second Annual Conference* "The Well-Rounded Assessment Practitioner: Exploring the Skills, Knowledge, and Art of the Assessment Profession in Higher Education" June 3 – 5, 2012, Hotel Albuquerque, Albuquerque, New Mexico. Details about the conference theme, plenary speakers, and registration information will be available on the [AALHE website](#) soon.

AAUP Annual Conference on the State of Higher Education 2012 - We invite you to [submit a proposal](#) for the AAUP Annual Conference on the State of Higher Education, to be held June 13–17, 2012, in Washington, D.C. at the Mayflower Renaissance Hotel. Proposals will be accepted through November 30. Accepted presenters, including co-presenters and panelists, must register for the conference and pay applicable registration fees by March 16. Email proposalcall@aaup.org with questions.

SAVE THE DATE! The 2012 Assessment in the Arts conference will be held July 20-22 in Denver, Colorado. This year we will feature three keynote speakers, two hands-on workshop opportunities, and a public lecture. The 2011 event was very successful and we're expecting that 2012 will be even better. More details on keynote addresses and events, as well as information on how to purchase DVDs of the 2011 sessions will be coming soon. Visit the [website](#) for more information.

Professional Development

NEASC/NEAIR Joint Workshop

NEASC and NEAIR have joined together to offer a workshop entitled IR and Accreditation: Leveraging for Sustainable Assessment, December 6, 2011 12:30 p.m. – 3:00 p.m. at the Boston Park Plaza. The workshop will focus on creating and sustaining institutional effectiveness and learning outcomes assessment, and will take place immediately following the conclusion of the NEAIR conference and before the NEASC conference. **The workshop is open to all interested in promoting a culture of assessment on campus including IR and assessment professionals as well as administrators and faculty. The cost is \$50 and includes a box lunch.**

The workshop will provide administrators and faculty with tools and approaches for embedding assessment into the fabric of their institution. It will begin with the theory and practice of assessment focusing on transition from a gathering evidence approach to using evidence to inform planning, budgeting, and curricular improvements. Participants will engage in a variety of guided discussions and activities. Through discussion and introspection, participants will be able to evaluate their current culture of assessment, identify opportunities for improvement in incorporating assessment into administrative and curricular activities, and suggest approaches for moving their institution to the next level.

Facilitators include:

- *Charles Blaich, Director of the Center of Inquiry at Wabash College and the Higher Education Data Sharing Consortium*
- *Rebecca Brodigan - Vice President, Planning and Assessment, Bowdoin College*
- *Gayle Fink - Assistant Vice President for Institutional Effectiveness, Bowie State University*
- *Robert Froh - Associate Director, CIHE, NEASC*
- *Randy Swing, Executive Director, Association for Institutional Research*

Please visit the [NEAIR website](#) for complete workshop registration information.

Gayle Fink
NEAIR President
gfink@bowiestate.edu

Florida State University Announces Certificate in IR Spring 2012 Courses

If you are a new professional in IR, now is a great time to begin enrolling in our online Certificate in IR here at Florida State University. Even if you have been in the profession for a while, but want to get a better handle on the details, FSU is the place for you. We are pleased to announce our spring 2012 lineup of courses, including the required EDH 5055: Introduction to Institutional Research.

The Certificate in IR at FSU is an **online** certificate program consisting of 18 credits of graduate-level course work. The Certificate curriculum is designed to provide academic and professional development opportunities for institutional researchers, administrators, graduate students, and faculty from all areas of higher education. Students will enhance their knowledge and understanding of IR, have the opportunity to explore national databases, and apply their knowledge to practical applications. The courses offered this fall, Data Mining and our newest course Data Analysis for Institutional Research, can be taken independently or toward completion of the Certificate in IR. These courses offer a great opportunity for new and existing students to add to their professional knowledge and progress toward earning the Certificate.

Introduction to Institutional Research (3 credits)

This course provides an introduction to the theoretical and practical application of institutional research as a discipline in higher education. Institutional research has direct applications to many, if not all, administrative and strategic activities within the institution. Course content addresses local, state, and national issues in institutional research, examines organizational, administrative, political, and ethical issues in institutional research, and exposes students to national databases.

Outcomes of Undergraduate Education (3 credits)

This course explores the basics of assessing and evaluating the outcomes of undergraduate education. It is designed to help students understand how to use outcomes assessment both in and out of the classroom to create stronger programs and policies, and to evaluate existing activities. The course helps students to design an outcomes based activity from identification of the primary outcome, to data analysis, to final reporting and presentation of the results to decision-makers.

More information (including sample course syllabi) is available at the [College of Education website](#) or by emailing IRCertificate@coe.fsu.edu.

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.

[EXECUTIVE DIRECTOR OF RESEARCH AND INSTITUTIONAL EFFECTIVENESS](#) San Jose/Evergreen Community College District, San Jose, **CA**
Deadline Date: 30-Nov-11

[ASISTANT PROVOST FOR UNIVERSITY INSTITUTIONAL PLANNING AND RESEARCH](#) Suffolk University, Boston, **MA**
Deadline Date: 1/14/2012

[RESEARCH ANALYST](#) College of New Jersey (TCNJ), Ewing, **NJ**
Deadline Date: 12/15/2011

[DIRECTOR OF EDUCATIONAL EFFECTIVENESS](#) Saint Mary's College, Moraga, **CA**
Deadline Date: 12/11/2011 11:59 PM Pacific Time

[EDUCATIONAL RESEARCH, ASSESSMENT, AND DATA ANALYST](#) Sowela Technical Community College, Lake Charles, **LA**
Deadline Date: 30-Nov-11

[ASSOCIATE PROVOST FOR INSTITUTIONAL RESEARCH](#) The State University of New York, Albany, **NY**
Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH ANALYST](#) Heald College, San Francisco, **CA**
Deadline Date: 1-Dec-11

[DIRECTOR OF ASSESSMENT AND INSTITUTIONAL RESEARCH #785](#) Scripps College, Claremont, **CA**
Deadline Date: Until position is filled

[INSTITUTIONAL RESEARCH II-REPORTING](#) Bridgepoint Education, San Diego, **CA**
Deadline Date: Open until filled

[ASSOCIATE DIRECTOR OF INSTITUTIONAL RESEARCH FOR FINANCIAL DATA ANALYSIS](#) Gonzaga University, Spokane, **WA**
Deadline Date: 12-02-2011 at 4:00 pm

[IR ANALYST](#) Seattle University, Seattle, **WA**
Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL EFFECTIVENESS](#) Morgan Community College, Fort Morgan, **CO**
Deadline Date: 12/2/2011

[EXECUTIVE DIRECTOR, REGIONAL ACCREDITATION](#) Kaplan, Chicago, **IL**
Deadline Date: Open until filled

[ASSOCIATE DIRECTOR OF THE OFFICE OR RESEARCH ADMINISTRATION](#) Lawrence University, Appleton **WI**
Deadline Date: 2-Dec-11

[RESEARCH ASSOCIATE](#) Northampton Community College, Bethlehem, **PA**
Deadline Date: 12/10/2011

DIRECTOR OF INSTITUTIONAL RESEARCH & PLANNING Cambridge College, Cambridge, **MA**

Deadline Date: Open until filled

ASSESSMENT SPECIALIST Long Island University, Brookville, **NY**

Deadline Date: until filled

ASSESSMENT COORDINATOR California State University, San Bernadino, **CA**

Deadline Date: 21-Nov-11

EXECUTIVE DIRECTOR OF INSTITUTIONAL ASSESSMENT AND EFFECTIVENESS Harris-Stowe State University, Saint Louis, **MO**

Deadline Date: Open Until filled

ASSOCIATE DIRECTOR OF INSTITUTIONAL RESEARCH James Madison University, Harrisonburg, **VA**

Deadline Date: Open until filled

DIRECTOR, INTERPROFESSIONAL EDUCATION RESEARCH (IPE) AND STRATEGIC ASSESSMENT Western University, Pomona, **CA**

Deadline Date: Open until filled

SENIOR RESEARCH ANALYST Dallas County Community College District, Denton, **TX**

Deadline Date: 11/18/2011

DEAN OF INSTITUTIONAL EFFECTIVENESS Cedar Valley College, Lancaster, **TX**

Deadline Date: Open until filled

PROJECT/PROGRAM SPECIALIST University of Arkansas, Fayetteville, **AR**

Deadline Date: 16-Dec-11

DIRECTOR OF INSTITUTIONAL RESEARCH Jackson State University, Jackson, **MS**

Deadline Date: 25-Nov-11

RESEARCH AND POLICY ANALYST Council on Postsecondary Education, Frankfort, **KY**

Deadline Date: Open until filled 1st review of submissions 11/22/2011

INSTITUTIONAL RESEARCH ANALYST Missouri Western State University, St. Joseph, **MO**

Deadline Date: Preference given to applications received before 11/28/2011

DIRECTOR OF INSTITUTIONAL EFFECTIVENESS Kennesaw State University, Kennesaw, **GA**

Deadline Date: 11/30/2011 or until filled

SENIOR STAFF ASSOCIATE Columbia Law School, New York, **NY**

Deadline Date: Open until filled

INSTITUTIONAL RESEARCH II Bridgepoint Education, San Diego, **CA**

Deadline Date: Open until filled

RESEARCH ANALYST-SENIOR University of Wisconsin, Milwaukee, **WI**

Deadline Date: 16-Nov-11

BUSINESS INTELLIGENCE AND DATA WAREHOUSE ANALYST The Citadel, Charleston, **SC**

Deadline Date: 11/18/2011

DIRECTOR OF RESEARCH AND EVALUATION Ivy Tech Community College, Indianapolis, **IN**

Deadline Date: Open until filled

RESEARCH ANALYST College of Lake County, Grayslake, **IL**

Deadline Date: 11/10/2011

MANAGER OF FACULTY DEVELOPMENT AND STRATEGIC PROJECTS University of San Francisco, San Francisco, **CA**

Deadline Date: Open until filled

[EDUCATIONAL RESEARCH AND DATA PROGRAMMER/ANALYST FOR INSTITUTIONAL EFFECTIVENESS](#) Sowela
Technical Community College, **Lagos, Nigeria**
Deadline Date: Extended

[SENIOR RESEARCH ANALYST](#) East Stroudsburg University, East Stroudsburg, **PA**
Deadline Date: 11-Nov-11

[ASSOCIATE DIRECTOR OF INSTIUTIONAL RESEARCH](#) Idaho State University, Pocatello, **ID**
Deadline Date: Best consideration will be given to those applicants who apply by 11/18/2011 open until filled

[DIRECTOR OF ASSESSMENT, ACCREDITATION, AND COMPLIANCE](#) Cedar Crest College, Allentown, **PA**
Deadline Date: Open Until filled

[DIRECTOR, INSTITUTIONAL RESEARCH AND PLANNING](#) Rhode Island College, Providence, **RI**
Deadline Date: 12/26/2011; open until filled

[RESEARCH DESIGN DATA ANALYST](#) Volunteer State Community College, Gallatin, **TN**
Deadline Date: Open until filled

[PSYCHOMETRICIAN](#) UT Austin-Center for Teaching and Learning, Austin, **TX**
Deadline Date: Open until filled

[SENIOR PSYCHOMETRICIAN](#) UT Austin-Center for Teaching and Learning, Austin, **TX**
Deadline Date: Open until filled

[SYSTEMS AND DATA MANAGER](#) Seattle Pacific University, Seattle, **WA**
Deadline Date: Open until filled

[ASSESSMENT COORDINATOR](#) Pittsburg State University, Pittsburg, **KS**
Deadline Date: 18-Nov-11

[DIRECTOR OF INSTITUTIONAL RESEARCH-INSTITUTIONAL DEVELOPMENT](#) Holyoke Community College, Holyoke,
MA
Deadline Date: 12/25/2011

[PROJECT DIRECTOR, \(PBI\) GRANT INITIATIVE](#) Georgia Piedmont Technical College, Clarkston, **GA**
Deadline Date: 7-Nov-11

[DIRECTOR OF INSTITUTIONAL EFFECTIVENESS](#) Warner Pacific College, Portland, **OR**
Deadline Date: Open until filled

[INSTITUTIONAL RESEARCH STATISTICIAN](#) Alabama State University, Montgomery, **AL**
Deadline Date: until filled

[DIRECTOR OF ASSESSMENT](#) Georgia Health Sciences University, Augusta, **GA**
Deadline Date: Until filled

[DIRECTOR OF ASSESSMENT](#) Chancellor University, Cleveland, **OH**
Deadline Date: Open until filled

[SENIOR ACADEMIC ADMINISTRATOR](#) Zayed University, **UAE**
Deadline Date: Open until filled

[DATABASE ADMINISTRATOR](#) Florida Atlantic University, Boca Raton, **FL**
Deadline Date: Open until filled

[EXECUTIVE DIRECTOR FOR PLANNING & INSTITUTIONAL EFFECTIVENESS](#) Central New Mexico Community College,
Albuquerque, **NM**
Deadline Date: 11/25/2011

[DIRECTOR OF INSTITUTIONAL RESEARCH, ASSESSMENT & PLANNING](#) Dar Al-Hekma College, Jeddah, **Saudi Arabia**
Deadline Date: 31-Dec-11

POLICY AND PLANNING ANALYST University of Wisconsin, Madison, **WI**

Deadline Date: 18-Nov-11

RESEARCH ANALYST I Armstrong Atlantic State University, Savannah, **GA**

Deadline Date: Review of applications begins 11/9/2011 and continues until position is filled

INFORMATION TECHNICIAN-IR Missouri State University, Springfield, **MO**

Deadline Date: 4-Nov-11

PROGRAM SPECIALIST, INSTITUTIONAL EVALUATION Minnesota Historical Society, St. Paul, **MN**

Deadline Date: 4-Nov-11

DIRECTOR OF INSTITUTIONAL RESEARCH AND STRATEGIC PLANNING Heald College, San Francisco, **CA**

Deadline Date: Open until filled

RESEARCH ANALYST Cheyney University, Cheyney, **PA**

Deadline Date: 15-Nov-11

DIRECTOR OF INSTITUTIONAL RESEARCH California College of the Arts, San Francisco, **CA**

Deadline Date: Open until filled

DIRECTOR INSTITUTIONAL PLANNING, RESEARCH AND EFFECTIVENESS Lexington, **KY**

Deadline Date: Based on pool of qualified applicants

DIRECTOR OF QUALITY AND INSTITUTIONAL RESEARCH Cardinal Stritch University, Milwaukee, **WI**

Deadline Date: Open until filled

RESEARCH ANALYST Savannah College of Art and Design, Savannah, **GA**

Deadline Date: open until filled

STAFF ASSOCIATE for RESEARCH SERVICES Alabama Commission on Higher Education, Montgomery, **AL**

Deadline Date: 24-Oct-11

DIRECTOR OF ASSESSMENT Regent University Virginia Beach, **VA**

Deadline Date: open until filled

RESEARCH ASSOCIATE University of Southern Indiana, Evansville, **IN**

Deadline Date: 11/13/2011

INSTITUTIONAL RESEARCH SYSTEMS ANALYST Oregon University System, Eugene, **OR**

Deadline Date: Search reopened October 14; open until filled

INSTITUTIONAL RESEARCH ANALYST I Valdosta State University, Valdosta, **GA**

Deadline Date: 4-Nov-11

COORDINATOR, RESEARCH PROGRAMS/SERVICES Florida A&M University, Tallahassee, **FL**

Deadline Date: 27-Oct-11

ASSOCIATE DIRECTOR OF SYSTEMS & TECHNOLOGY School of the Art Institute of Chicago, Chicago, **IL**

Deadline Date: open until filled

SENIOR RESEARCH ASSOCIATE University of Southern California, Los Angeles, **CA**

Deadline Date: Open until filled

DIRECTOR, OUTCOMES ASSESSMENT H. Lavity Stoutt Community College, Tortola, British **VI**

Deadline Date: 12-Nov-11

ASSESSMENT AND TECHNOLOGY COORDINATOR University of North Carolina, Greensboro, **NC**

Deadline Date: 10/13/2011 or until position is filled

ASSOCIATE DEAN (Extended Search) Millersville University, Millersville, **PA**

Deadline Date: 11/11/2011

[COORDINATOR FOR INSTITUTIONAL RESEARCH](#) Macon State College, Macon, **GA**

Deadline Date: Open until filled

[QUANTITATIVE RESEARCH ASSOCIATE](#) RFA, Philadelphia, **PA**

Deadline Date: 15-Nov-11

[ASSOCIATE PROVOST FOR INSTITUTIONAL RESEARCH AND EFFECTIVENESS](#) University of Delaware, Newark, **DE**

Deadline Date: open until filled

[RESEARCH ANALYST](#) Wayne State University, Detroit, **MI**

Deadline Date: Open until suitable candidate is found

[SENIOR ENROLLMENT ANALYST AND DATA MANAGER](#) Emerson College, Boston, **MA**

Deadline Date: Open until filled

[DIRECTOR OF LEARNING](#) Association for Institutional Research (AIR), Tallahassee, **FL**

Deadline Date: Open until filled

[DIRECTOR OF ENROLLMENT MANAGEMENT](#) Baruch College CUNY, New York, **NY**

Deadline Date: 3-Nov-11

[DATA ANALYST](#) WMU, Kalamazoo, **MI**

Deadline Date: 16-Oct

[VICE PRESIDENT, COLLEGE RELATIONS AND ADVANCEMENT](#) - Edmonds Community College, Lynnwood, **WA**

Deadline Date: "Oct. 19, 2011

[INSTITUTIONAL RESEARCH & ACADEMICS ASSESSMENT](#) Dixie State College, St. George, **UT**

Deadline Date: 28-Oct-11

[DIRECTOR OF FACULTY DEVELOPMENT AND ASSESSMENT](#) Capital University, Columbus, **OH**

Deadline Date: 15-Nov-11

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

Deadline Date: Open

[DIRECTOR OF ENROLLMENT](#) Baruch College, Manhattan, **NY**

Deadline Date: 3-Nov-11

[SENIOR VICE PRESIDENT](#) JBL Associates, Bethesda, **MD**

Deadline Date: Open until filled

[DIRECTOR OF INSTITUTIONAL RESEARCH](#) University of Maine, Presque Isle, **ME**

Deadline Date: Open until filled

[INSTRUCTOR, CC \(INSTITUTIONAL ASSESSMENT COORDINATOR\)](#) Hawaii Community College, Hilo, **HI**

Deadline Date: 31-Oct-11

[INSTITUTIONAL RESEARCH ANALYST](#) George Mason University, Fairfax, **VA**

Deadline Date: 31-Oct-11

[DIRECTOR OF DIVERSITY ASSESSMENT AND RESEARCH MANAGEMENT](#) RIT, Rochester, **NY**

Deadline Date: until filled

[INSTITUTIONAL REPORTING ANALYST](#) Pace University, New York, **NY**

Deadline Date: Open Until filled

[ACCREDITATION COORDINATOR](#) SUNY College at Geneseo, Geneseo, **NY**

Deadline Date: 10/31/2011

[SENIOR INSTITUTIONAL RESEARCH ANALYST](#) Mott Community College, Flint, **MI**

Deadline Date: Open until sufficient candidate pool is identified

INSTITUTIONAL RESEARCH ANALYST Virginia Commonwealth University, Richmond, **VA**

Deadline Date: 11/2/2011

RESEARCH ANALYST (3075) College of the North Atlantic, Qatar, **UAE**

Deadline Date: 11-Oct-11

SENIOR RESEARCH ANALYST Davenport University, Grand Rapids, **MI**

Deadline Date: 14-Oct-11

ACCREDITATION ANALYST University of California, Merced, **CA**

Deadline Date: Open until filled

DIRECTOR OF ASSESSMENT OF STUDENT LEARNING Colorado Mesa University, Grand Junction, **CO**

Deadline Date: 31-Oct-11

ASSOCIATE VICE PRESIDENT FOR INSTITUTIONAL EFFECTIVENESS Tallahassee Community College, Tallahassee, **FL**

Deadline Date: Open Until filled

MANAGEMENT INTERN Arizona State University, Phoenix, **AZ**

Deadline Date: 11-Oct-11

DIRECTOR, INSTITUTIONAL RESEARCH AND REPORTING Clackamas Community College, Oregon City, **OR**

Deadline Date: 28-Oct-11

STAFF ASSOCIATE, DATA ANALYST Salem State University, Salem **MA**

Deadline Date: Open until filled

DIRECTOR, INSTITUTIONAL PLANNING AND ANALYSIS SAIT Polytechnic, Calgary, **Alberta, Canada**

Deadline Date: Open until filled

DEAN, PLANNING, RESEARCH & INSTITUTIONAL EFFECTIVENESS (Position #031109039) DCCCD-Cedar Valley College, Lancaster, **TX**

Deadline Date: Open Until filled

DIRECTOR, OUTCOMES ASSESSMENT Johnson County Community College, Overland Park, **KS**

Deadline Date: Open until filled

DIRECTOR OF INSTITUTIONAL RESEARCH California College of the Arts, San Francisco, **CA**

Deadline Date: Open until filled

DEAN OF RESEARCH, PLANNING, AND EFFECTIVENESS College of the Marshall Islands, Majuro, **RMI**

Deadline Date: open until filled

RESEARCH STATISTICIAN/SENIOR RESEARCH ANALYST Enrollment Research Associates, San Antonio, **TX**

Deadline Date: 30-Nov

RESEARCH ASSOCIATE University of North Carolina, Chapel Hill, **NC**

Deadline Date: Open until filled

ACCREDITATION COORDINATOR State University of New York, Geneso, **NY**

Deadline Date: Open until filled

RESEARCH ASSOCIATE Howard Community College, Columbia, **MD**

Deadline Date: 30-Sep-11

DIRECTOR, INSTITUTIONAL RESEARCH University of the Fraser Valley, Abbotsford, **BC, Canada**

Deadline Date: 28-Oct-11

ASSOCIATE DIRECTOR, OFFICE OF ASSESSMENT & DECISION SUPPORT (OADS) Georgetown University, Washington **D.C.**

Deadline Date: 15-Oct-11

SR. ENROLLMENT RESEARCH ANALYST – Target Enrollment Group, Indianapolis, **IN**

Deadline Date: Open until filled

ASSISTANT VICE PRESIDENT FOR ENROLLMENT MGMT REPORTING Tulane University, New Orleans, **LA**

Deadline Date: 09.30.2011

RESEARCH & PLANNING ANALYST San Diego Community College District, San Diego, **CA**

Deadline Date: Open until filled

RESEARCH ANALYST & REPORTING COORDINATOR Scranton,

Deadline Date: 10/4/2011

DIRECTOR, INSTITUTIONAL RESEARCH Occidental College, Los Angeles, **CA**

Deadline Date: none

ANALYST University of Minnesota Twin Cities, Minneapolis, **MN**

Deadline Date: Open until filled

SENIOR RESEARCH ASSOCIATE Broward College, Fort Lauderdale, **FL**

Deadline Date: Open Until filled

DIRECTOR OF INSTITUTIONAL RESEARCH Bucknell, Lewisburg, **PA**

Deadline Date: until filled

DIRECTOR OF INSTITUTIONAL RESEARCH & PLANNING Mount Olive College, Mount Olive, **NC**

Deadline Date: 11/18/2011

INSTITUTIONAL RESEARCH ASSISTANT Roger Williams University, Bristol, **RI**

Deadline Date: Open until filled

INSTITUTIONAL RESEARCH ANALYST University of Arizona, Tucson, **AZ**

Deadline Date: open until filled

RESEARCH DIRECTOR, COGNITIVE & LEARNING SERVICES Educational Testing Service, Princeton, **NJ**

Deadline Date: Open until filled

ASSISTANT DIRECTOR OF INSTITUTIONAL RESEARCH Academy of Art University, San Francisco, **CA**

Deadline Date: Open until filled

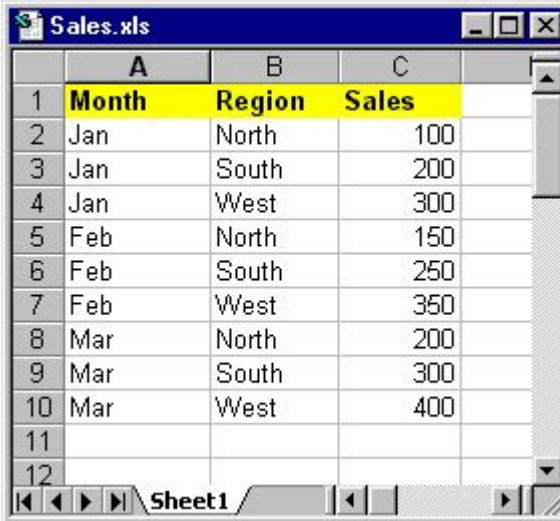
Technical Tips from the Field

Summing and Counting Using Multiple Criteria

Gayle Fink (gfink@bowiestate.edu)

This tip was found on the [Spread Sheet Page website](#) by John Walkenbach. The tip provides a number of examples that should solve most of your counting and summing problems.

The example formulas presented in this tip use the simple database table shown below. You will need to adjust the formulas to account for your own data.



	A	B	C
1	Month	Region	Sales
2	Jan	North	100
3	Jan	South	200
4	Jan	West	300
5	Feb	North	150
6	Feb	South	250
7	Feb	West	350
8	Mar	North	200
9	Mar	South	300
10	Mar	West	400
11			
12			

Sum of Sales, where Month="Jan"

This is a straightforward use of the SUMIF function (it uses a single criterion):

=SUMIF(A2:A10,"Jan",C2:C10)

Count of Sales, where Month="Jan"

This is a straightforward use of the COUNTIF function (single criterion): =COUNTIF(A2:A10,"Jan")

Sum of Sales, where Month<>"Jan"

Another simple use of SUMIF (single criterion): =SUMIF(A2:A10,"<>Jan",C2:C10)

Sum of Sales where Month="Jan" or "Feb"

For multiple OR criteria in the same field, use multiple SUMIF functions:

=SUMIF(A2:A10,"Jan",C2:C10)+SUMIF(A2:A10,"Feb",C2:C10)

Sum of Sales where Month="Jan" AND Region="North"

For multiple criteria in different fields, the SUMIF function doesn't work. However, you can use an array formula.

When you enter this formula, use Ctrl+Shift+Enter:

=SUM((A2:A10="Jan")*(B2:B10="North")*C2:C10)

Sum of Sales where Month="Jan" AND Region<>"North"

Requires an array formula similar to the previous formula. When you enter this formula, use Ctrl+Shift+Enter:

=SUM((A2:A10="Jan")*(B2:B10<>"North")*C2:C10)

Count of Sales where Month="Jan" AND Region="North"

For multiple criteria in different fields, the COUNTIF function doesn't work. However, you can use an array formula. When you enter this formula, use Ctrl+Shift+Enter:

```
=SUM((A2:A10="Jan")*(B2:B10="North"))
```

Sum of Sales where Month="Jan" AND Sales >= 200

Requires an array formula similar to the previous example. When you enter this formula, use Ctrl+Shift+Enter:

```
=SUM((A2:A10="Jan")*(C2:C10>=200)*(C2:C10))
```

Sum of Sales between 300 and 400

This also requires an array formula. When you enter this formula, use Ctrl+Shift+Enter:

```
=SUM((C2:C10>=300)*(C2:C10<=400)*(C2:C10))
```

Count of Sales between 300 and 400

This also requires an array formula. When you enter this formula, use Ctrl+Shift+Enter:

```
=SUM((C2:C10>=300)*(C2:C10<=400))
```

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*.

These parting thoughts are by Andy Rooney, who was a longtime member of the 60 Minutes team:

When those waiters ask me if I want some fresh ground pepper, I ask if they have any aged pepper.

We're all proud of making little mistakes. It gives us the feeling we don't make any big ones.

People will generally accept facts as truth only if the facts agree with what they already believe.

All men are not created equal but should be treated as though they were under the law.

Computers make it easier to do a lot of things, but most of the things they make it easier to do don't need to be done.

I don't like food that's too carefully arranged; it makes me think that the chef is spending too much time arranging and not enough time cooking. If I wanted a picture I'd buy a painting.

If dogs could talk it would take a lot of the fun out of owning one.